

Tide

THE MAGAZINE FOR MARKETING MANAGEMENT

Calvert's New Marketing Strategy p. 21

Automation's Effect on Marketing p. 25

Selling the Spare Time Market III p. 27



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

✓ NOT COVERED BY LOS ANGELES
AND SAN FRANCISCO NEWSPAPERS

California's Billion Dollar Valley lies inland — isolated from distant Coast cities by mountains. This independent, self-contained region is bigger in area than Michigan, has more population than Connecticut.

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* Sales Management's 1955 Copyrighted Survey

- THE SACRAMENTO BEE
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- THE FRESNO BEE



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NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

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- What will the leisure-time market be like in 1965? In 1975?
- What will people want tomorrow as they grow more used to abundant leisure time?
- Leading marketers on Tide's Leadership Panel discuss their own leisure habits.

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Tide



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The complete story of the policy and people behind a promising new marketing program for liquor.

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When home fur cleaner Fur Frost was first marketed, it was spurned by the trade and consumer. It now promises \$500,000 in sales this year. Here's why.

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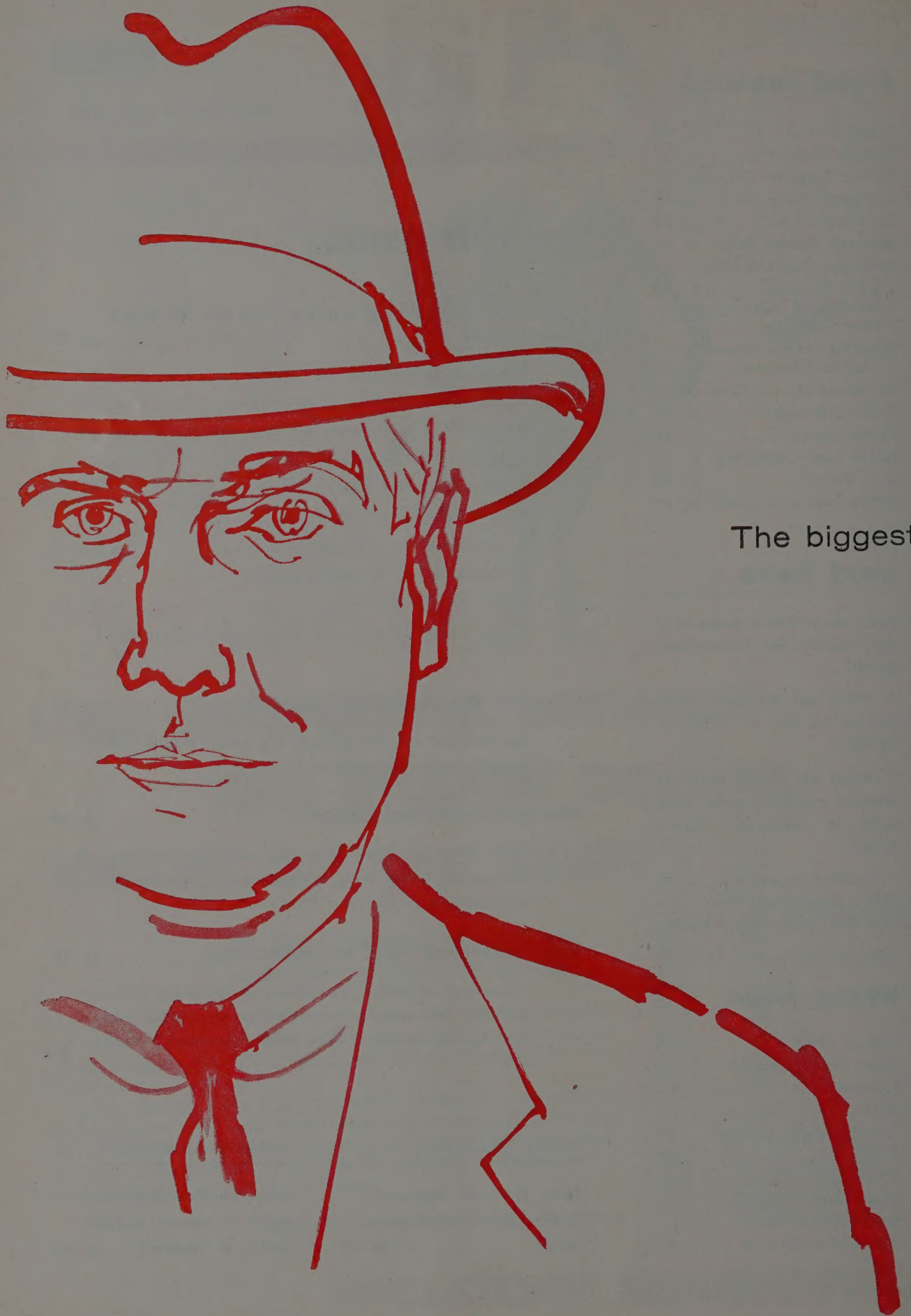
Will marketing control the amount of goods the U.S. can produce? Will face to face selling be eliminated? Here's what leading marketers think about automation's implications.

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What baseball discovered
about its appeal to fans,
thanks to research....p. 40



The biggest

footnotes*

*Some pertinent words on industrial advertising

The National Industrial Advertisers Assn. has long been something of an enigma to us, simply because it never seemed to get quite off the ground with any of the worth-while projects it announces from time to time.

Now Mr. William D. Creeley, assistant sales manager of Sweets' Catalog Service and chairman of the board of trustees of the Industrial Advertising Research Institute, has made an important proposal in a recent speech (which received little of the attention it deserved)—a proposal which might well hold the answer for NIAA.

Creeley began (after a brief comment on the country's economic outlook) by outlining the growth and development of the Marketing Department, the concept of co-ordinating all marketing functions under one department and one man. This concept, Creeley said, may be the answer to the problems of sales managers, advertising managers and market research men working in the industrial goods field.

"If industrial sales managers, industrial advertising men and industrial market research men are to be vital forces in making a sound contribution to our national economic welfare and progress," Creeley continued, "they all must concentrate upon improving the efficiency of the whole industrial marketing machine rather than becoming engrossed in the gyrations of one of its parts."

Co-ordination of sales, advertising, promotion, product design and marketing research, explained Creeley, is the secret of success of the marketing department plan. "Certainly there is every reason to believe that the same co-ordination will be just as successful if applied to an association of men having common problems in the fields of industrial sales, advertising and marketing research."

The New York Sales Executives Club's recent effort to provide a forum for executives engaged in industrial sales management, said Creeley, indicates a real desire by this important segment of the industrial marketing community to get together and discuss mutual problems.

At the same time, Creeley maintained, the IARI should also be concerned with the total industrial marketing picture, not just one part. And the NIAA, too, can and will increase their personal and corporate prestige if they will integrate themselves more closely with the sales end of their companies' operation.

Said Creeley of NIAA: "They will gain in stature in direct ratio to their recognition that their function is a corollary and not a competitor of the sales function. As they understand more about how their prospects think and act—they can take important steps that will increase the efficiency of their salesmen."

Creeley's suggestion is beautifully simple: co-ordinate the efforts of the three groups—NIAA, IARI and the new industrial sales managers group—under the umbrella of a single organization, an Industrial Marketing Assn. The goals of these three groups of industrial sales, advertising and research men, Creeley added, are identical. Their problems and interests are mutual. They should all be going in the same direction.

Too frequently, Creeley emphasized, industrial marketers must solve their problems the hard way only because there is no body of knowledge and experience for them to draw upon as a starting point. This is an unscientific, wasteful way to solve problems and it makes no contribution to our economic well being.

Within the framework of the three groups, said Creeley, such a starting point would be made available. The three provide "the simple basic structure for a co-ordination of uni-directional forces that will make a significant contribution to reducing the costs of distributing industrial goods. At the same time, it will make a measurable contribution to the economic welfare of this country."

Creeley's thoughtful proposal could give an added impetus to all three groups. We'd like to see his suggestion of an Industrial Marketing Assn. come about. It would be a valuable organization, both to its members and to the whole industrial marketing area.

The Editors

He's voting for a better future

The largest educational institution in the world has served more than six million students so far. It is currently training 133,000 more.

About half of them enrolled with International Correspondence Schools after first answering an advertisement.

These readers responded to an advertised offer—
an offer of a chance for a better future.

That's advertising with a pull.

It takes a lot of knowing and testing to be able to bring in thousands and thousands of good inquiries year after year.

For three generations, I. C. S. and Ayer have co-operated in one of the most consistent and successful coupon campaigns of all time.

N. W. AYER & SON, INC.

Philadelphia, New York, Chicago, Detroit
San Francisco, Hollywood, Boston, Honolulu



MARKETING FORECAST

MARCH 29, 1956

What's Ahead for Marketing:

The marketing outlook for the rest of 1956 is pegged on one word: optimism.

Sales are still remarkably healthy after a boom year like 1955. Retail sales in January and February increased almost 6% over 1955's comparable period, and prospects for continued increases are favorable, at least until summer.

Automobile sales are running only about 10% behind last year, should (at the present rate) make 1956 the second best year in history. Used cars are doing exceptionally well, tend to balance out still high new car inventories.

New home construction, which has declined steadily since mid-1955, is starting to turn back uphill. Applications for FHA home mortgage insurance in January were 18% above December. Even if a new decline should crop up, it should be more than offset by industrial and commercial construction which continues to rise.

Inventories are still high (an estimated \$82.1 billion), but not uncomfortably so. Some of this inventory is charged to price increases (the cost of living index continues to edge upward), but some is also attributed to finished goods held by manufacturers.

Two important keys, employment and personal income, augur well for the rest of the year. Total employment in January hit a new high, despite a few critical strikes and, in the automobile industry, extensive layoffs. Unemployment is still substantially under 3,000,000.

Personal income in January, while somewhat under December, stood at an annual rate of \$312.5 billion, compared to \$292 billion for 1955's January. The income outlook for the rest of the year appears favorable.

On the basis of present indications, the economy should enjoy a continued boom until July, slacken off slightly during the summer, and pick up again in September. Added up, 1956 may well turn out to be another record year for both production and consumption.

Supermarkets Take Over From Discounters:

The discount house, chief competitor of independent houseware dealers in most big cities, is giving way in many areas to the supermarket.

Hottest houseware items in supermarkets, especially in the east, are dinnerware, pots and pans. The housewife, while shopping for groceries, often finds it convenient to buy her housewares in the same store. Price is less of a factor since it becomes buried in a big grocery bill.

Independent houseware retailers are complaining against the distribution practice of some houseware manufacturers who ship fast-selling lines to supermarkets while requiring independent dealers to sell the complete line.

Small appliances, edging their way into supermarkets, have met with less success.

Biggest barrier is shelf space; supermarket managers are hesitant to devote extensive space to slower turnover items like appliances. Price is a factor here,

since bigger ticket appliances make too big a bulge in the grocery bill.

Supermarkets are becoming even more of a headache to drugstores than in recent years. The Toilet Goods Assn. reports practically all of the 8% gain in dentifrice sales in 1955 over 1954 occurred in food stores. Toilet goods sales in food stores have risen from 6.1% of the total in 1950 to 17.9% last year. Over the same period, toilet goods sales in chain and independent drugstores dropped from 37% of the total to 29.4%.

You can expect this trend to become even more pronounced in the immediate future.

More Hot Foods in Vending Machines:

Look for more & more specialty items to turn up in vending machines this year.

Two newcomers are pizza and hot dogs. Both items will be heated and ready to serve in about 20 seconds. The franks will be pierced by electrodes in each end, will be dispensed along with a cellophane envelope containing mustard.

Hot soup, vended in individual cans, is getting a big play. Campbell Soup Co. sells canned soup in vending machines in 48 of its 66 sales districts, expects to see more than 6,000 in operation by year's end. H. J. Heinz Co. is test-marketing with pilot models in three major cities, will hit New York this month.

Hot soup in cans has met with some problems. The public doesn't go for unknown brands, will buy only advertised, pre-sold brands. In some areas consumers oppose the idea of eating soup out of cans; in others, board of health requirements prohibit exposed can openers.

Hot food in vending machines will have a big year, however. Vend Magazine reports a survey of vending operators indicating that a substantial number plan to install hot food vending machines this year.

Westinghouse Strikes Back:

Westinghouse Electric Corp. will announce this week its most extensive, expensive and aggressive advertising & promotion campaign (via McCann-Erickson) for its consumer products.

Backbone of the campaign will be television, will also include newspapers, consumer magazines, network radio and point-of-sale. TV sponsorship will include, besides Studio One, complete coverage of the political conventions, election campaign and an election-night report.

The campaign, says Westinghouse, is aimed at regaining—and materially increasing—its share of market for all consumer products. Westinghouse lost considerable ground to competition through its 156-day strike which cost the company some \$290 million, depleted most dealer stocks of Westinghouse products.

Westinghouse estimates dealer stocks will be back to normal in about 4-6 weeks. By that time its vast ad & promotion campaign should be in full swing.

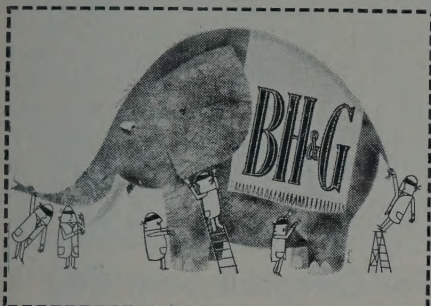
Brief Forecasts:

Look for the grey flannel suit to come back. Thanks to the book and the motion picture, the man in the grey flannel suit will regain much of its recently lost popularity. One important effect: a boost for slumping wool sales, currently being overshadowed by synthetic fibers.

Enter BH&G's

\$10,000 Contest...

**FOR ADVERTISING AND
AGENCY PEOPLE ONLY!**



120 PRIZES TO WIN!

FOLLOW THESE EASY RULES:

1. Type your entry on your company letterhead. Tell us what kind of a magazine you think BH&G is, and what it does for its readers and advertisers. For instance, you might say: "It's a big buy for advertisers because it's a magazine that generates action from men and women who are able to buy and want to buy anything that contributes to better and happier living." Use as many words as you need.
2. Attach an official entry blank (the one below or a reasonable facsimile) to your entry. Be sure to fill in your name, firm name, and address. Contest closes May 15.
3. Entries will be judged on aptness, penetration and interest. Judges' decision will be final. Duplicate prizes in case of ties. Entries become the property of Meredith Publishing Co. and no entries will be returned. Your statements may be used, but never your name.
4. Contest is limited to national advertisers and advertising agency personnel. Employees of the Meredith Publishing Co., J. Walter Thompson Co., or their families, may not compete.

OFFICIAL ENTRY BLANK
(Cut out and attach to your entry)



BETTER HOMES & GARDENS "If'sa" Contest, Dept. T-2
Des Moines 3, Iowa

Your Name _____
Your Firm Name _____
Your Job _____
Address _____
City _____ State _____

Remember...everyone who sends in an entry will receive an attractive gift from BH&G, free. Contest closes May 15, 1956.

WASHINGTON FORECAST

COFFEE PRICES MAY COME UP FOR CONGRESSIONAL INVESTIGATION. Senator Dirksen (Rep., Ill.) has asked for a study by the Committee on Banking & Currency of "recent sharp increases in the price of coffee to American consumers." He also asks "what legislative or other action" can be taken to get U.S. coffee drinkers their morning eye-opener at reasonable prices. The Senator wants to know by June 30.

THE GAS-PRICE WARS WILL GET A NEW UMPIRE. A FULL-dress, newly staffed investigation by the Federal Trade Commission of the whole picture may get financing by Congress this session, under the prodding of small business champion Sen. Hubert H. Humphrey (Dem., Minn.). Humphrey is asking for \$600,000 for funds to cover the FTC study, which Chairman Gwynne figured would cost \$900,000, require 60 new staffers, and take 18 months to finish.

MARGARINE PROCESSORS WILL HAVE TO MOVE QUICKLY TO counter consumer trends to butter. The Agriculture Dept. reports that January marks the 22nd consecutive month in which householders bought more butter (1.5%) than in the same month a year earlier. Purchases of margarine dropped 4%—the fourth consecutive month during which margarine sales have been the same or smaller than the same month a year earlier.

TELEVISION NETWORKS WILL FACE A TRIPLE-PRONGED PROBE this month. Sen. Warren G. Magnuson (Dem., Wash.) and Rep. Emanuel Celler (Dem., N.Y.) will look into network advertising, time options, talent contracts and other aspects of broadcasting. Rep. Joe Evins (Dem., Tenn.) will continue his probe to determine whether nets are "in control" of the Federal Communications Commission.

MARKETERS OF HEATERS AND AIR CONDITIONERS MAY HAVE strong competition from solar energy converters in their southern territories by 1975. Undersecretary of the Interior Clarence A. Davis says that while solar energy may have been ruled out for immediate future as a power producer, its use has "tremendously increased in the last five years," and "solar space heating and air conditioning in the southern third of the U.S. may be of significant magnitude by 1975."

TEEN-AGERS GO FOR COTTON WARDROBES IN A BIG WAY. USDA's nationwide survey of nearly 2,000 girls between 14 and 17 reports cotton favored over synthetics for everything from anklets to pajamas. Surprisingly, cotton was preferred for winter as well as summer daywear, with nylon topping cotton only for slips and petticoats, and by only a small margin. Sales to the teeners correlated with the preference, the Agriculture Dept. says.

FISH AND SHELLFISH PROCESSORS AND MARKETERS MAY GET a \$5,000,000 boost from government. Sen. Warren G. Magnuson (Dem., Wash.) and Sen. Thomas H. Kuchel (Rep., Calif.) are working for a Fisheries Stabilization Corp. with \$5,000,000 in assets, to make loans to fishermen, boat builders, processors and marketers—to promote consumption of the shell and finny food. A Fisheries Commission would also clamp down on foreign imports of tuna, swordfish, salmon, herring and other fish vanishing from American stocks.

FIVE MILLIONS IN RIFLE SCOPE SALES, TOGETHER WITH THE advertising revenue in outdoor magazines, will be the subject of an upcoming fight between the major manufacturers and their chosen ad outlets opposed by certain discounting sports equipment dealers. The Justice Dept. will launch a civil action to gain an injunction against the alleged trade restraints by gun sight manufacturers, American Rifleman, Outdoor Life and Field & Stream—for the benefit of "off-list dealers."

Tide

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GM's Ivan L. Wiles: a communications shortcut to the president

General Motors opens its door and its mind to dealers

Since the nation's automobile dealers began raising a furor over bootlegging, factory pressure and franchise inequities (*Tide*—January 14), auto manufacturers have responded with some significant concessions. General Motors Corp., the target of probably the most vehement complaints, revealed early in March just how serious it considers factory-dealer friction by announcing a newly-created position: executive vice-president in charge of dealer relations. To fill the job, GM reached into its Buick Division for a man with 34 years of automobile industry experience; tall, heavy-set, 57-year-old Ivan L. Wiles.

Wiles, former general manager of the Buick Division, will in effect be a communications shortcut between GM's 18,500 dealers and GM president Harlow Curtice. A man considered both stern and fair, Wiles will be (according to Curtice) "charged with the responsibility of continuously surveying dealer opinion in order that problems affecting dealers will be handled properly, so that the thinking of our dealers will be reflected to me directly and realistically."

A genial extrovert, Wiles plans to keep "an open door to all GM dealers and an open mind to their problems," will spend much of his time in the field in direct contact with the dealers.

In his new position, Wiles will operate independently of GM's distribution

and sales staffs. As one of GM's three executive vice-presidents, he is now considered a favorite to succeed Curtice as GM president when Curtice reaches retirement age of 65 in 1958.

Before working his way through Wabash College by running a hot dog stand on the Wabash campus, Wiles was a cadet pilot in World War I, still flies his own private plane today. He started with Marmon Automobile Co. in 1922, joined the Oakland Motor Co. (later the Pontiac Division of GM) in 1928, took over as head of Buick Division in 1948.

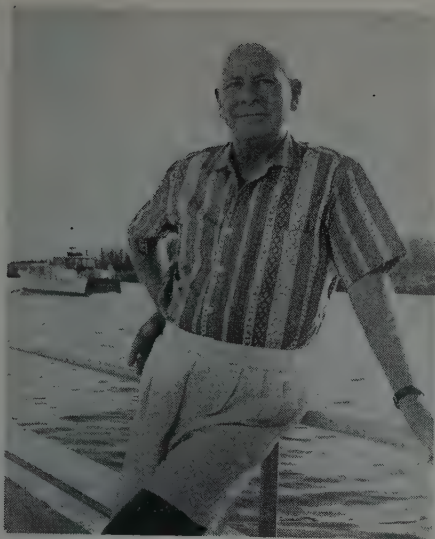
For Campbell Soup Co., a marketing reorganization

Campbell Soup Co. is probably one of the best examples of an old-line company which, through modern marketing techniques and diversification, is able to expand its existing market and develop new ones (1955 sales: \$378 million, up almost 12% over 1954). Although it already holds a lion's share of the soup business and is moving up fast in frozen foods, Campbell's is still not content to stand still. Last month, the Camden (N.J.) firm announced the election of a new board chairman, Oliver G. Willits, a completely reorganized marketing department and the promotion of a man to head it: likeable, athletic-looking, 45-year-old John A. McGlinn, Jr.

In his new role, McGlinn will be Campbell's marketing vice-president, will have reporting to him a department made up of a sales vice-president, four



Campbell's John A. McGlinn, Jr.: create the wants, then deliver



Armco's former ad manager Harry Mercer: one door after another

marketing managers (for soups, frozen products, Franco-American and other special products), an advertising director and a market development director.

McGlinn was in on all the discussions with Campbell's directors which led to the new marketing organization, explains that "I inherited it, but I couldn't have inherited a better team." His marketing department, like any other, he insists, "is only as strong as the weakest link."

McGlinn, who first joined Campbell's in 1934 as a retail salesman, adds that his new job will be one chiefly of coordinator, "keeping open the lines of communication" among his various departments.

"Most firms today," explains McGlinn, "are becoming increasingly aware that their future must be based on having and using a good, all-around marketing organization. Just the ability to produce won't keep business at its present high levels. The task is to create the wants to consume what industry today can produce, then to deliver the goods at the right place and time. That's marketing."

Armco's Mercer: after 40 years in advertising, a rest

"Life is merely a process of opening one door after another."

This observation by friendly, 66-year-old Harry V. Mercer is significant since it is based on 40 years in the advertising business, all of them with Armco Steel Corp. and the last 20 as Armco's advertising manager. In February, Mercer picked up his gold watch, four leather-bound volumes of farewell letters from his Armco associates, and headed for Florida where he'll retire to a leisurely life of "sitting."

Mercer joined Armco in 1916 as a stenographer for Charles R. Hook, now Armco's board chairman, and was appointed ad manager in 1936. Mercer points out that George M. Berity, president and founder of Armco, conceived the idea that "if you could make a special quality of steel and put a trade mark on it, you could sell it to manufacturers who wanted to make a better product for consumers. Mr. Berity further believed that if we would advertise in national magazines, we could build up the prestige of our company and at the same time help our buyers sell more goods. As a result of the experiment, men buying steel from Armco used millions of Armco labels on their products and spent millions of dollars of their own money to feature their use of Armco steel in their base products."

The advertising campaign, according to Mercer, made history and revolutionized the thinking of steel manufacturers and other firms not selling directly to the public.

Tanned, distinguished-looking Mercer admits that he may get tired of his well-earned leisure, adds that if he does "I have an acre of lawn in Middletown (Ohio) to puddle around with, five grandchildren to visit and a lot of golf to catch up with."

locate your product in VENDING!

AUTOMATIC vending opens important new channels of distribution without diverting or disturbing your present distribution set-up . . . brings your product into closer touch with the ultimate consumer . . . operates as the ideal sampling method!

WE HAVE over 19 years' experience serving the vending industry and offer you the advantage of our specialized knowledge to help fit your product into this rapidly expanding market.

Among our accounts . . .

AMERICAN CHICLE CO., Adams gum, Dentyne, Chiclets, Beemans.

APCO, INC., leading vending machine manufacturers.

N.A.M.A., official organization of the vending industry.

PEPSI-COLA CO., sales promotion campaigns.

TENCO, INC., roasters of instant coffee. Plus 50-odd manufacturers and distributors of vending machines and vendible products.

Consult with us concerning your share of the vending market at no obligation.

de-perri advertising, inc.
141 E. 44th St., New York 17, N. Y.
Murray Hill 7-4980

The man from Cunningham & Walsh



United Press photo

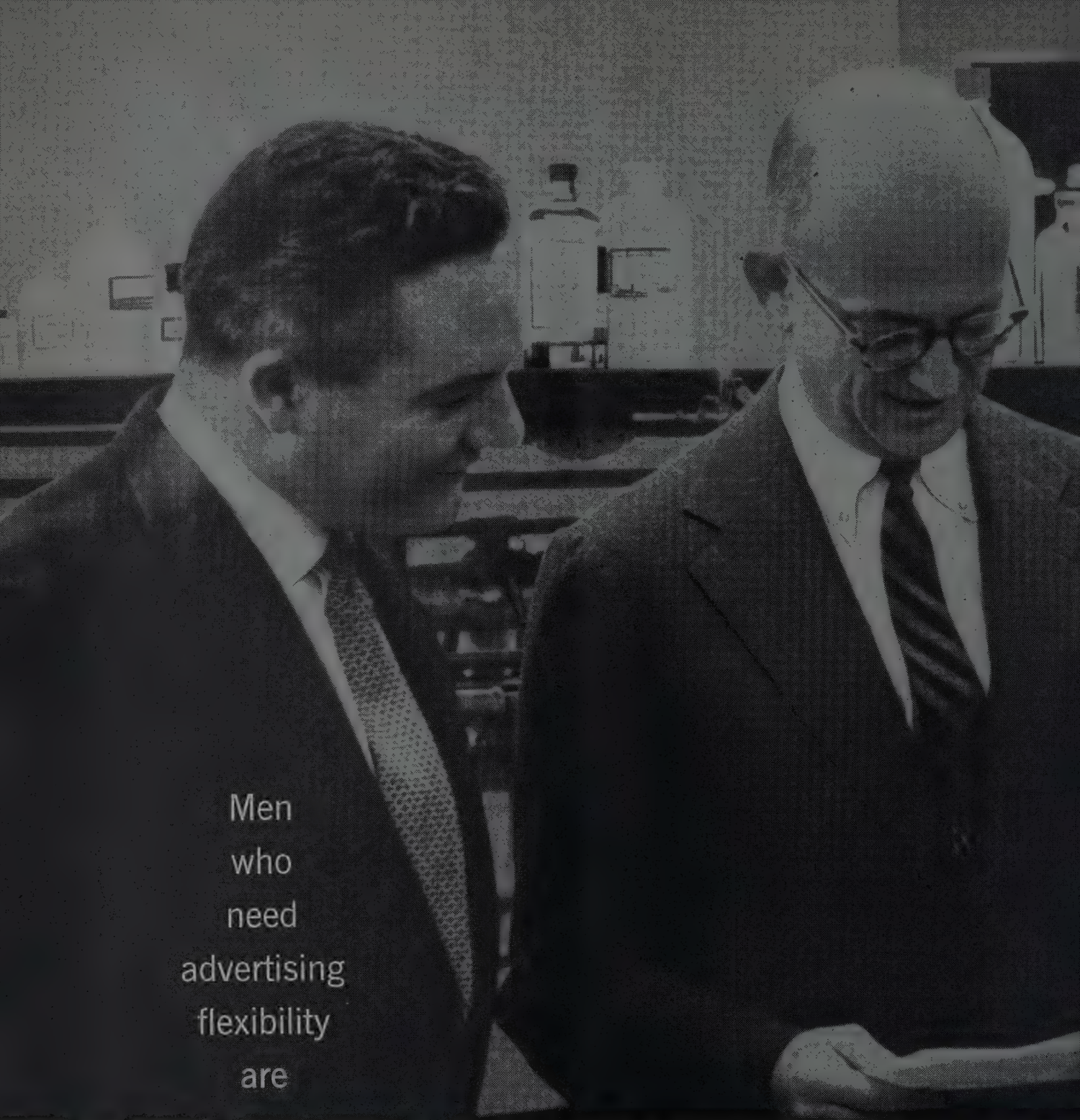
Service station attendant? Right. Advertising man? Right again. He's John Lucinatelli, a media supervisor in our advertising agency.

What is he doing working in a Texaco station? He's learning about markets first-hand.

Our writers, art directors, account executives . . . everyone who has a hand in the creation or direction of advertising . . . work at the point of sale one week a year.

It pays off in more effective advertising all year long.

Cunningham & Walsh, Inc. 260 Madison Ave. N. Y. 16 MU 3-4900



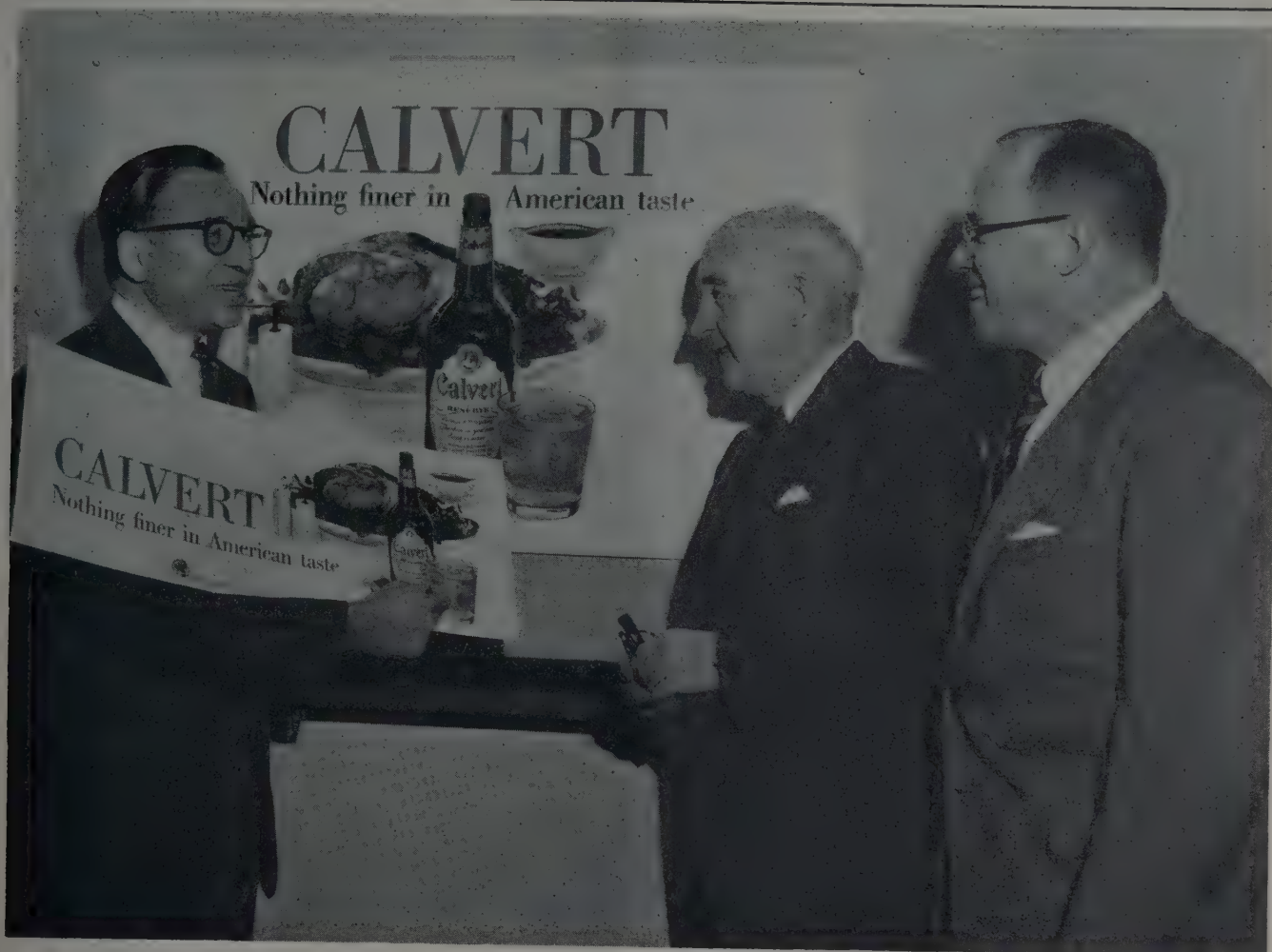
Men
who
need
advertising
flexibility
are

SOLD ON SPOT

Grove Laboratories and its agency, Harry B. Cohen Advertising Company, are Sold on Spot as a basic advertising medium.

As the weather turns cold in various sections of the country, Grove Laboratories puts a large part of its advertising budget for 4 Way Cold Tablets into Spot TV and Spot Radio.

This use of Spot in seasonal campaigns provides the company with powerful impact and complete flexibility at a low cost in selected key markets, and has helped make 4 Way the largest selling cold tablet in the United States.



The policy, men and strategy behind...*

Calvert's new marketing approach

- Calvert Reserve is aiming for a marketing coup.
- The approach: a new ad theme, thoroughly merchandised.
- The technique: show appetizing foods, tie in with food groups.
- Here's the complete story behind a promising new program.

IF YOU were directing the marketing strategy for Calvert Reserve, you'd find yourself involved in a complex situation in a complex market:

- Your blend would be the liquor industry's second best selling whiskey—but you'd be plagued by a steady consumer trend away from blends and toward straight whiskies.
- You'd be struggling to overcome a strong lead held by Seagram's 7 Crown—but you'd be fighting a brand mar-

keted by the parent company which also markets Calvert Reserve.

- You'd want to establish Calvert Reserve as a drink, not a blend of whiskies—but you'd have to do it in a market which differentiates strongly between blends and straights.
- You'd have a brand with a high level of prestige—but not high enough to suit you, so you'd want to upgrade it.
- You'd want an advertising theme

with a built-in factor which lends itself to extensive merchandising & sales promotion—but such themes are few and far between.

- You'd want to do all this—but you'd find yourself constantly bogged down in a quagmire of Federal regulations covering almost every phase of your operation.

➤ In short, if you were directing marketing strategy for Calvert Reserve, you'd want to pull off a marketing coup—in an industry where marketing coups are few.

The men directing the marketing strategy for Calvert Reserve—Calvert marketing vice-president Philip J. Kelly, advertising & sales promotion manager

*Grey Advertising's Jules Singer, Calvert's Philip J. Kelly and Walter C. Houghton.

Walter C. Houghton and Grey Advertising vice-president & Calvert account supervisor Jules Singer—are in just such a complex situation. Yet they've come up with an advertising campaign they feel can accomplish many, if not all, of their goals. The campaign, based on the theme "Nothing finer in American taste," features mouth-watering four-color magazine ads (backed by newspapers, business publications, outdoor posters, and carcards) and involves tie-ins with several major food industry groups and associations.

➤ When Calvert switched from Lennen & Newell to Grey last September (effective Jan. 1, 1956), it was far from Grey's first venture in whiskey advertising; it had had the Schenley account for about eight years. Before making any recommendations on how Calvert should spend its annual ad budget of approximately \$4,000,000 (increased by about 10% over last year), Singer and the Calvert account team at Grey made a thorough and penetrating market study, turned over to Calvert's Kelly a massive 63-page marketing report.

Grey's marketing analysis started with a study of the product, Calvert Reserve. The most important finding, productwise, was that Calvert fits into a taste category (blends, straights, scotch, etc., as opposed to gin, brandy, rum, etc.) which is favored by seven out of 10 of all liquor drinkers. Next in the study was an evaluation of the package; here the main finding was that while Calvert's package was strong, some consideration should be given to an improved label design which would contribute to a stronger brand image.

➤ Then there was the matter of pricing. Since Calvert, according to Grey, maintains a no-deal fair trade pricing policy, this was both an advantage and a handicap. It means that most liquor dealers in states where liquor price-cutting is allowed appreciate Calvert's policy since it allows dealers a normal mark-up. But Calvert's policy also means that it cannot match other distillers who, through deals and special price offers, can pick up additional sales.

The analysis of the market for whis-

kies covered four categories:

- **Size of market:** the market for domestic whiskies is on something of a plateau. It hit a high of 167 million gallons in 1951, fell to 136 million gallons in 1952, climbed slightly to 145 million in 1953, slipped again to 137 million in 1954, and rose slightly to about 142 million gallons last year.

- **Market position:** the leader among whisky brands by a wide margin is Seagram's 7 Crown, produced by Calvert's parent company. Calvert Reserve is a distant second (by an estimated 4,300 cases) followed by Schenley's Schenley Reserve and Hiram Walker's Imperial.

➤ Some of the characteristics of the market which Grey reported were that 70% of all men and 46% of all women drink liquor. By age groups, 12.8% of all adults between 18-24 drink; 23.7% of all adults between 25-33 drink; 22.3% between 35-44; 18.8% between 45-54; 12.9% between 55-64 and 9.5% from age 65 and over.

The research study also revealed that the percentage of adults who drink is much higher in large cities

Calvert's 9 questions for its new ad agency

When Grey Advertising got the Calvert Reserve account, Calvert marketing vice-president Philip J. Kelly gave the agency a list of questions pertinent to the account. From the list, these nine questions were significant in the development of the "Nothing finer in American taste" ad campaign:

1) Should Calvert advertise the "Clear-headed story" with the therapeutic appeal?

Grey's answer: No. No therapeutic appeal would be approved by the Alcohol & Tobacco Division of the U.S. Treasury Dept. Any approach to this would have to be so subtle as to be too subtle for the public.

2) Shall Calvert advertise itself as a brand only, or shall it be advertised as a brand of blended whiskey?

Grey's answer: Calvert should be advertised as a brand only. The public thinks of Coca-Cola as a drink, not a blend of syrups. Calvert should strive for an equally strong brand image.

3) Is the phrase, "American whiskey," a good common denominator for all our parent company's advertising?

Grey's answer: We think it is.

4) Should the animal campaign be revived?

Grey's answer: No. It doesn't create a rich enough brand image for Calvert.

5) You have done some motivation research in the past regarding people's buying motives as applied to whiskey. What does your experience show in this connection, which will apply to Calvert?

Grey's answer: When people buy whiskey, they say taste is the big factor. But they really choose brands on the basis of social status; they're motivated by a preconceived notion of brand prestige. Calvert, therefore, should attempt to build up prestige for its brand image through advertising, packaging, sales promotion, public relations, through everything from speeches to mailings to salesmen and wholesalers.

6) In reviewing all past Calvert advertising campaigns, are there any conclusions obvious from the standpoint of copy appeal as related to sales?

Grey's answer: There doesn't seem to be any significant correlation between copy and sales. Calvert sales seem to follow the industry's sales pattern rather than an advertising appeal pattern.

7) The Lo-Ball is an interesting advertising adjunct. Three hundred fifty thousand sets of Calvert glasses were sold. Should any elements of the Lo-Ball campaign be retained?

Grey's answer: Yes. The Lo-Ball campaign has been a successful merchandising device, and it should be continued as such—but not tied in with advertising.

8) Over the past years, Calvert advertising has developed a series of pet copy phrases. These are our property—such as "Smoother going down." How many of these can be salvaged and used?

Grey's answer: Since our primary objective at this time is strengthening Calvert's brand image, the use of past Calvert copy phrases would not be recommended because they would not contribute to the primary objective.

9) It is often tempting to advertise a drink and not the product. What is your recommendation in this connection?

Grey's answer: At present we feel it would be more effective to concentrate on the product to strengthen brand image rather than through any particular drink.



ing finer in American taste...

CALVERT
IN THE REAL TRADITION OF AMERICAN WHISKEY

Calvert Reserve with the good things in America. It's the good taste and good feeling. Calvert has a greater heartiness, a broader taste. It's the kind of whiskey you want. Calvert is the only whiskey in America that is made from the finest grain spirits. Calvert is the only whiskey in America that is made from the finest grain spirits. Calvert is the only whiskey in America that is made from the finest grain spirits.



Nothing finer in American taste... **CALVERT**

IN THE REAL TRADITION OF AMERICAN WHISKEY

Calvert Reserve consumer ads: the mouth-water image is transferred from the food to the whiskey

than in suburbs or rural areas: 73% of all adults in cities over 500,000 population drink liquor, for example, compared to 25% of all adults in rural areas.

- **Basic trends in the market:** the most obvious trend (which Grey hardly needed to point out) was increasing preference for straights. According to Business Week, only 8.7% of all whiskey drinkers in 1949 drank straight whiskey; today that percentage is up to about 22.6%. Blends, on the other hand, had 66.2% of the whiskey market in 1949, have dropped to about 40% now.

- **The distribution picture:** here, the study pointed out, the picture varies immensely according to geographic areas and state liquor regulations. One key factor, however, is that 70% of all drinkers do most of their drinking at home. It is mostly younger men who drink exclusively at bars, as well as lower income groups and men in rural areas.

Next in the study was a summary of previous Calvert advertising and promotion campaigns, including some of the best known in the country: "Smoother going down," "Clear heads call for Calvert," "Switch to Calvert," "Calvert challenges comparison" and the Lo-Ball campaign.

- **Probably the most significant chapter in Grey's market analysis** was a study of Calvert's market strengths and weaknesses. Among its strengths, Grey listed the fact that it had been nationally advertised for some 20 years; that it stands as the second best-selling brand; that it is an affiliate of the indus-

try's largest distiller, and that it sells at the most popular price level.

Among the weaknesses were three: one, that while Calvert's prestige is high, it could be—and should be—higher. Two in certain large cities, Calvert is weaker, saleswise, than its national market share would indicate. And three, Calvert's firm pricing policy—something the agency recommended be stoutly maintained—means that some competitors can gain temporary sales increases in some areas through "wheeling & dealing" practices.

Out of this study, explains Grey's Singer, came the plan of action for Calvert's 1956 advertising campaign. Basically the agency and the client wanted a campaign that would do several things: establish a stronger brand image for calvert that would tend to upgrade Calvert's prestige; combat the trend to straights by building up Calvert, a blend, as "the American whiskey," and develop what Grey like to call an "action ingredient," an element with high promotional value easily merchandised.

- **The result was Calvert's "Nothing finer in American taste" campaign.** The luscious-looking beef (and other foods to follow in subsequent ads), explains Singer, are specifically designed "to make consumers' mouth water (see cut). Seeing the whisky in association with the delicious food, the consumer transfers the image of 'it tastes good' from the food to the whisky."

Singer adds that since the two basic human drives are sex and hunger, and since sex is ruled out for obvious reasons, hunger was the natural alterna-

tive. The Calvert campaign, Singer points out, accomplishes eight things: 1) it lends an air of quality; 2) it engenders pride; 3) it represents good living; 4) it look like it tastes good; 5) it's in good taste; 6) it emphasizes the word "American"; 7) it has an element of warmth; 8) it stimulates in the product. At the same time, says Singer, the slogan "Nothing finer in American taste" not only stresses prestige but it's also "a copy line we could live with forever."

- **The ad campaign, explains Kelly, represents a simple attempt to "get back some customers we lost to straights, and make some new customers who never tasted Calvert before."** Calvert's Houghton adds that the campaign is, in part, an effort to meet some hard competition with some soft sell. Because government regulations require blend marketers to call their product neutral grain spirits, consumers tend to think of straights as pure whiskey and consider blends to be "cut," "watered down" or not up to the quality of straights. Such is not the case, says Houghton, but blend marketers are prohibited from saying so in their ads. Thus the emphasis on "American whiskey," and the attempt to build up a brand image of prestige for Calvert Reserve.

Actually, Houghton adds, the campaign is only partly a battle against straights — "We're actually competing against both blends and straights." The real goal is a stronger brand image, with the emphasis on prestige. Says Singer: "We went so far as to use a \$45 glass in the ads, just to assure that

everything in the ad represents the finest you can get."

So far, arrangements have been made to feature six different foods in the Calvert ads; beef ran in March, and the April ads will feature lobster. Trout will be highlighted in May, tomato in aspic in June, corn-on-the-cob in August and shrimp in October.

➤ The "action ingredient" which Grey wanted in the ads is a somewhat intangible quality which, with considerable effort, can be parlayed into some pretty tangible results. At the point-of-sale level, for example, Calvert will provide (in those states which allow it) napkins, table tents, menus, window streamers and other display material—all backing up the currently featured food—for bars and restaurants. Window streamers, blow-ups of the magazine ads, and

counter displays will be posted in liquor stores where state laws permit. And in the states (about 12) which permit supermarkets to sell liquor, similar point-of-purchase material will be heavily distributed.

This, however, is only one phase of the "exploitation" of the "action ingredient" in the ad campaign. As Calvert's Kelly says, "You take an idea like this and you wring it dry." As part of the over-all marketing strategy, Calvert (through Grey) has tied up with such organizations as the National Beef Council, American National Cattlemen's Assn., Texas & Southwestern Cattle Raisers' Assn., Kansas Live Stock Exchange, National Live Stock Producers Assn., National Livestock Auction Assn. and National Assn. of Retail Meat & Food Dealers.

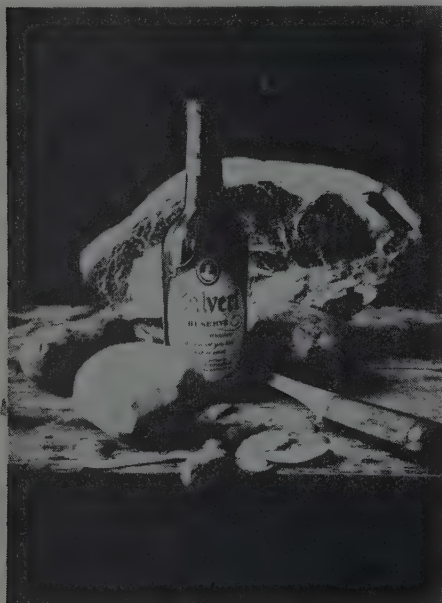
➤ The beef organizations were all informed about the campaign beforehand, were eager to tie in because of the plug that the livestock industry would get and the favorable effect on beef consumption. Through Grey's publicity & promotion department, all the officers of these associations got advance proofs of the ads and reprints were sent to all opinion leaders connected with the beef industry. Through them, the ads (and information on the whole campaign) were funneled down to the thousands of workers and employees in the livestock industry. Through business publications, company house organs, speeches, special mailings, etc., the story of Calvert & beef got widespread attention. The effect, of course, is to create within the beef industry a friendly market of consumers ready to repay the favor by drinking Calvert Reserve.

At the same time, Grey sent out numerous releases to the consumer press on the livestock industry's reaction to the campaign, played up the fact that this was as much an effort to increase consumption of beef as it was to get people to drink Calvert Reserve. Grey will follow up by sending representatives to livestock industry conventions, will follow every promotional avenue to perpetuate, for as long as a year, the attention which the beef ads engendered. When subsequent ads break featuring other foods, similar campaigns will be carried out by Grey's promotion & publicity staff in each respective industry.

➤ Such extensive merchandising by Calvert is not unusual, Kelly explains, since the company has always divided up its ad budget by devoting 60% to advertising and 40% to sales promotion. This, he claims, is a higher percentage of money for sales promotion than most distillers allocate.

Since only one ad in the campaign has broken and the merchandising is now getting up steam, it's too early to point out concrete results. Calvert's Houghton, however, says that no campaign Calvert has ever run before has evoked such enthusiasm within the organizations, adds that "in the past, salesmen never sent us telegrams to congratulate us on an ad." Calvert is currently engaged in a research project to "take the consumer's temperature now" and again a year from now, in order to measure the effectiveness of the campaign.

Kelly points out that Calvert Reserve sales are increasing each month over the comparable month last year, gives the first ad in the campaign a good deal of the credit. But, says he, "sales alone don't signify a great campaign; the difference is also often in men's minds."

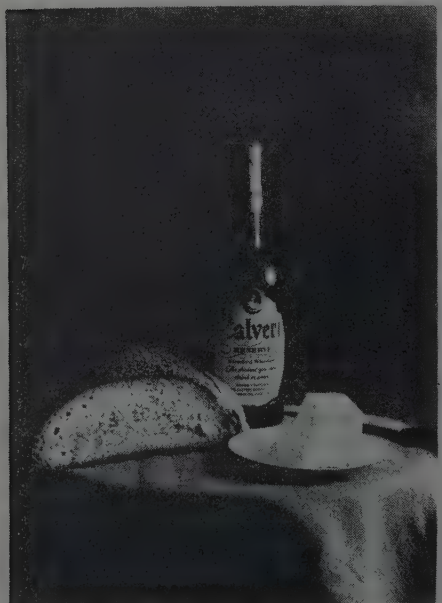


MEAT & POTATOES

For five years, Calvert has been one of the trade's two largest profit-makers. That's food for thought. That's the kind of nourishment that makes business grow. And if you want a bigger share of profits—help yourself! Remember: It's good business to build business on the brand that means business!

CALVERT

Nothing finer in American taste



BREAD & BUTTER

For five years, Calvert has been one of the trade's two largest profit-makers. That's a big slice of your business. It could be even bigger. Remember: It's good business to build business on the brand that means business.

CALVERT

Nothing finer in American taste

Calvert Reserve businesspaper ads: meeting hard competition with soft sell

What marketers think of automation

- Most think marketing must change due to automation.
- Few feel face-to-face retailing will become obsolete.
- Many companies are preparing for "automated marketing."
- Here's a report on this important, controversial question.

OF ALL the new catchwords in America's vocabulary, automation has stirred up probably more controversy than any other. At first, it prompted a vehement debate over the effect of automated production on the U. S. labor force. Then the disagreement spread to marketing, where executives began taking sides on the effect of automation on marketing.

Basically, the dispute among marketers is this: will automation require marketing to find new ways to increase demand in order to sell what automation produces? Does this mean automated distribution, perhaps even the elimination of all face-to-face selling on the retail level?

Or does automation have its limitations, so far as marketing is concerned? Will personalized selling remain the backbone of our marketing structure despite automation? Is automated marketing a dangerous concept?

➤ The nation's most prominent marketing executives, a survey of the Tide Leadership Panel reveals, feel both arguments have merit. Marketing must become automated, most Panelists agree, but not to the point where personalized selling gives way to mechanized order-taking.

Broken down statistically, an overwhelming 70% of the Leadership Panel agree with economist Peter Drucker (Tide—January 28) that marketing will have to change some basic concepts in order to meet the demands of automated production. Practically all, however, aren't willing to go so far as to predict completely automated distribution.

➤ Exactly 15% of the Panel disagree with Drucker's opinion of automation's effect on marketing; production, they say, will still have to be paced to match demand. The remaining 15% of the Panel offer qualified opinions, most

of them hinging on the feeling that marketing strategy alone is not the answer to automation's steady output. As Southland Life Insurance Co. vice-president John L. Briggs explains, "Population increase, income increase, spare time increase, etc., will also provide new markets. It's not up to marketing strategy alone."

H. S. Thompson, Miles Laboratories advertising consultant, is one of many Panelists who feels marketing alone shouldn't (or can't) do the job of selling what automation produces: Says Thompson: "There is no limit to expansion of industry, but there is a definite limit to expansion of the population, and to its wants and needs."

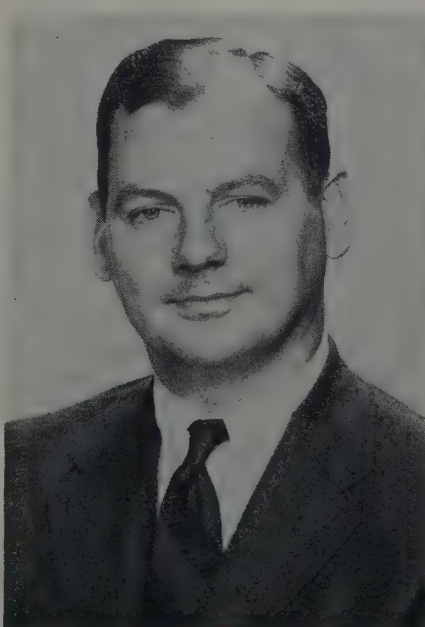
Several marketers question the philosophy behind stepped-up marketing to satisfy stepped-up production. Says advertising & promotion director H. A. Hebbard Jr. of Stokely-Van Camp: "Naturally we must improve our marketing efficiency, but if we create a society just to satisfy automation's production, we will destroy the finest value of our society."

➤ The Panel is split pretty closely on the question of whether or not today's marketing strategy will be able to cope with automation's increased production:

- 41% feel that marketing, as it now



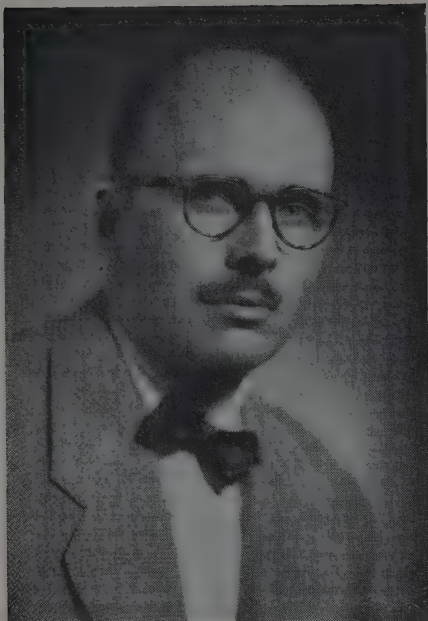
Beauty Products' H. L. Baum:
*Only the human mind counteracts
selling objections*



Pillsbury's William Powell:
*Automated marketing is needed
for consumer satisfaction*



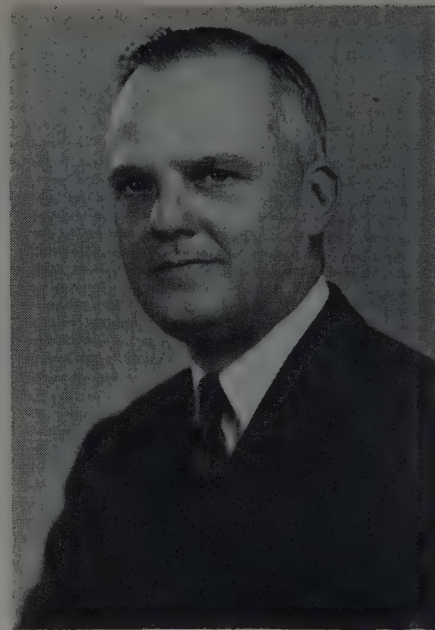
American Standard's Williams:
*Our goal must be intelligent
marketing techniques*



Helene Curtis' J. M. Freter:
*Automation will demand an extra
marketing conscience*



James Lees' W. D. Cressman:
*Make it easier for the consumer
to buy your products*



Southland Life's John Briggs:
*Other factors will also help
find new markets*

exists, *will* be able to sell what automation can produce.

- 38% firmly believe that today's marketing concepts cannot possibly sell the increased output, and a revamping of strategy is necessary.

- 21% say that marketing "automatically" won't stay the way it exists, but will evolve with automation into new, more efficient methods. As Floyd S. Chalmers, president of Toronto's Maclean Hunter Publishing Co., puts it: "Marketing is a growing science; no one expects it to ever remain 'as it now exists' and we learn something new every day. Marketing in the future, as in the past," says Chalmers, "will be able to sell what man can produce."

➤ Many companies represented on the Panel are planning marketing changes now for the day when they will have to meet automation's challenge. Marketers on the Panel explain that their companies are doing everything from reorganizing the field force to extending credit, all to make the flow of goods smoother. Among those things Panelists mention: increased and varied advertising appeals, more emphasis on point-of-purchase promotion and retailer aids, new package changes to appeal to the supermarket buyer, installation of IBM equipment in the checking and billing departments, refined market research (with more accurate data and potential), more emphasis on sales training, centralization of distribution points, etc.

States W. D. Cressman, PR director of James Lees & Sons: "We have attempted to make it easier for consumers to buy our product (carpets) by

making it easier to see all qualities, patterns, and colors in the store; suggesting selling-in-the-home and extending credit on a sound base." Advertising manager Maurice E. Cook notes that his company—the Feed & Soy division of Pillsbury Mills—is keeping in "closer association with the ultimate user to develop more efficiency at his level."

➤ Marketing executives are overwhelmingly in agreement and emphatic in their belief that face-to-face selling can never be completely eliminated. J. L. McCoy, marketing manager of Graflex, sums up the feeling of most marketers toward mechanized retailing. Says McCoy: "Not with all outlets. With some, yes, because they have the type of breadth of organization to seek the merchandise. Most will still have to depend on the personal contact salesman, who is their only contact with new merchandise."

At least one Panelist agrees with Stanley Marcus who once predicted that in the future a woman will probably be able to press a button to select the dress of her choice, which will pop out all nicely packaged. Perhaps, said Marcus, the machine will even say "thank you." But, he adds, it will never be able to say "Thank you, Mrs. Smith."

And H. L. Baum Jr., president of Beauty Products, adds, "The only piece of machinery I know of agile enough to quickly counter buying objections is located between the ears." S. M. Armstrong, ad manager of the National Radio Institute, thinks that if mechanized order-taking becomes the thing, "the first guy who dares to 'mod-

ernize' by the innovation of sales people will clean up!"

W. J. Newman, marketing manager of Waring Products, is one of the few marketers who agrees completely with Drucker. Newman sees the end of face-to-face selling, says "automation of marketing must take over here, because this is the weakest link in the distribution chain."

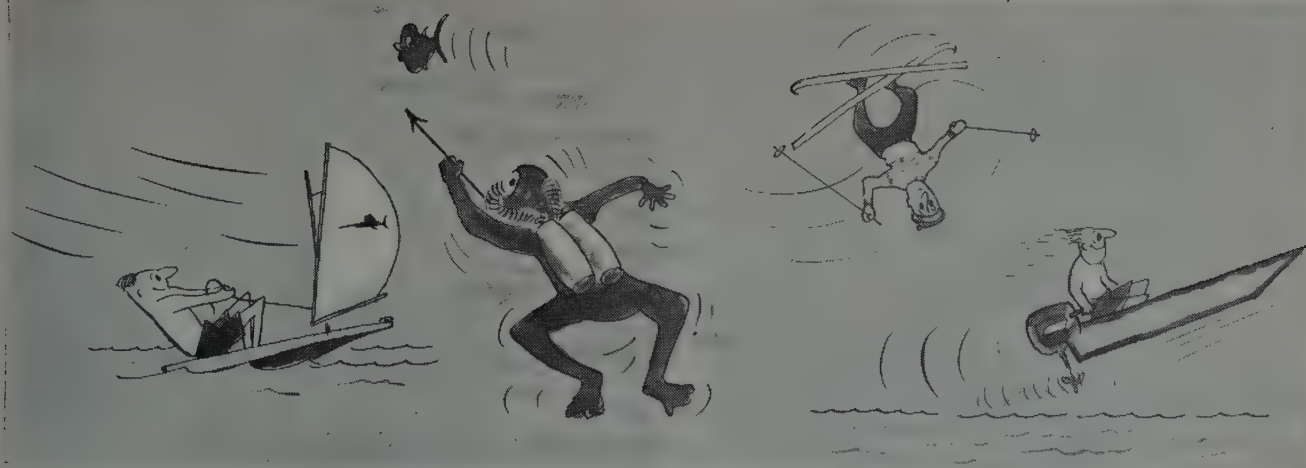
➤ "What comments do you have on automation and its relationship to marketing?" Tide asked its Panel. Here's what some of the leading marketers have to say:

- J. M. Freter, merchandise manager, Helene Curtis Industries: "Automation will demand an extra 'conscience' in marketing—to do everything to insure demand through increased employment and pay to workers."

- R. W. Williams, advertising manager, American Radiator & Standard Sanitary Corp.: "Unlike production, marketing is largely concerned with people, and our goal must be to use more intelligent marketing techniques—not automate them."

- A. W. Scott, advertising manager, Standard Pressed Steel Co.: "I believe it will force marketing into a more efficient operation, more sound marketing research, more careful product development, to fit the consumer's needs."

- William Powell, PR director, Pillsbury Mills: "Production automation is needed to free the labor force necessary to produce the goods for our expanding economy. Automation in marketing is necessary to satisfy consumer concepts of speed, ease and convenience." ■



More time to consumer (Part III in a Tide series)...

Selling the spare time market

TWENTY years ago people spent roughly 4% of their income on leisure time activities. Last year, they spent about the same percentage, even though they had much more leisure thanks to the 40-hour week, the two-day weekend, the rise in paid vacation time and holidays. Right in that fact lies the mightiest of markets—open to any & every comer.

Even the few marketers who think about leisure, however, don't really understand its meaning—that time is abundant today for everyone from the union-protected wage earner to the housewife liberated by the new & awesome appliances to the retired pensioner. The leisure market not only cuts across all income, occupation, education and social groups, it is fraught with old fears and new desires. There are people, for example, who instinctively feel that play is somehow wrong. The newly retired man may not know how to use his new spare time. The suburban father may want the family to join in the fun. In short, the leisure market is both one of today's fastest new markets—and one of the most complex.

The result is that few companies really sell it as successfully as they could or would if they took the time and effort to comprehend leisure thoroughly.

The following 10 pages report how several companies currently sell to the leisure market. The most successful, perhaps, are these: Ford Motor Co. with its new Thunderbird, the maker of the Scotch Kooler, Outboard Marine Corp. which markets Johnson and Evinrude outboard motors, the motel men.

Each of these companies is successful for a different basic reason: Ford for its careful research that discovered a brand-new market; Scotch Kooler for a combination of the right product in the right design at the right price (\$7.95); Outboard Marine for keeping one step ahead of the consumer's wants, then selling him to beat the band; the motel men because they caught on early that people today go for convenience, and then provided them with it nationwide.

Other companies covered in the following pages probably could do a much better sales job than they're doing now—the Sailfish, for example, has been underpromoted since it was born.

For marketers, all the companies hold lessons, which might be boiled down to these:

- The product must present the consumer with a tangible benefit, whether it's convenience (such as a way to keep his beer cool) or just plain fun. The Scotch Kooler is an example of the former, the Sailfish an example of the latter. Both illustrate another aspect, though, of leisure-time product design: they were planned specifically for the leisure time market and found ready sales there. Finally, the product must stay apace with consumers' changing tastes. Johnson outboard motors, for example, now have more horsepower. Why? Consumer interest in automobile horsepower spread into the outboard motor field.
- The price must be right, which is just another way of saying that the consumer must believe the value equals the money he pays. What will he pay? The maker of Scotch Kooler built a

The accompanying article is the third in a four-part TIDE study of a U.S. phenomenon of paramount importance to marketers: the growing amount of free time for people of all income levels. This new leisure is a challenge to sellers of everything from food to fun, because it is in this area that consumption can catch up with production.

Part I in the series (TIDE—March 10) put this phenomenon into a marketing perspective, explaining not how it happened but what it means in terms of selling. Part II (TIDE—March 24) described the complexity of the market—exploring the tastes of such national groups as wage earners and the retired and various U.S. regions. Part III reports how some companies successfully selling the leisure market do the job and plan for growth. Part IV, which will appear in TIDE's April 21 issue, will explore how wants and needs may change as people grow more accustomed to more leisure time.

\$5,000,000-a-year business on a \$7.95 product, but Ford successfully launched a new car that costs up to \$4,000.

• Good distribution is vital, though there is no one best way to distribute leisure time products. Scotch Kooler uses manufacturer representatives. Evinrude and Johnson outboards go direct from factory to retailer.

• Publicity, including tie-in advertising, helps leisure time products, but it won't do the job paid advertising does. Whom should advertisers aim at first? Scrabble illustrates the power of today's suburbanite in setting taste trends. But the motel grew by going after everybody at once.



Sailfish: putting wind in its sales

How do you sell the leisure market? It isn't easy. Consider the sporty Sailfish, manufactured for the last nine years by Alcott, Inc. (Waterbury, Conn.), and as good an example as any of the promise & problems in tapping today's brightest new market.

"The Sailfish is its own best salesman," says Alcott's barrel-chested president Alexander Bryan (see above on his Sailfish) and his lanky partner, vice-president Cortlandt Heyniger, both 42. "We designed the Sailfish [basically a surfboard with sail attached] to take the work out of sailing for those who can't spare time to maintain and moor ordinary craft."

Price before pleasure

Product design, though, is only part of the Sailfish's sales appeal. The Sailfish was designed, too, "to give real sailing pleasure at low cost." If product design is a plus, so is price: a factory-built sailfish costs \$278, but you can buy a do-it-yourself Sailfish kit for \$120 less. The do-it-yourself design is simple enough for consumer to put it together overnight with nails and glue, some sandpapering and painting (pre-shaped parts eliminate the need for power tools).

Other lures to the design: the "Pontoon-type" hull won't sink; the Sailfish is easily transportable, fits on top of a car or inside a station wagon. One drawback: its "non-skid" seating surface "is hell on a bathing suit." (Alcott also offers a larger Sailfish at \$198 in kit form, \$312 factory-built; another version of the same idea, the Sunfish, costs \$238 in kit form and \$368 factory-built).

Strong family market

Who buys the Sailfish? Alcott's partners believe their market begins with \$5,000-a-year income families. "We find a good part of our market is comprised of professional

people—that is, the doctor or lawyer who likes to take out the Sailfish alone after a tough week of mental strain. On the other hand, we've got a strong family market—one family we know has four Sailfish. They have intra-family races. Another segment of our market buys the Sailfish for 'a conversation piece' or as something to entertain friends with."

While the Sailfish is equally at home on salt or fresh water, its strongest sales are around inland lakes (New Jersey's Deer Lake boasts 52 Sailfish), and, Bryan definitely thinks the future market for the Sailfish lies in the nation's many small lakes. Nonetheless, the company has sold Sailfish in Alaska and Hawaii; three recently went to the French Riviera, six to the Burmese Navy and 60 to Venezuela.

However, the Sailfish with all its sales lures can hardly be called an impressive seller. After nine years of manufacture, annual sales are probably little more than \$100,000. The company's small one-story factory turned out 1,200 Sailfish (and Sunfish) last year, expects to turn out 1,600 this year.

Most noticeable Sailfish problem is weak distribution. It sells in some 300 retail stores ("30 strong ones stock our product"), with most concentrated between Boston and Washington (D.C.) and in the state of Michigan ("good lake country").

The big problem

Another Sailfish problem is its owners' promotional conservatism, though that situation finally seems to be changing. Bryan and Heyniger went into business after the war building iceboats, soon realized they needed summer business, too, invented the Sailfish.

In 1948, a friend spotted a Sailfish in Alcott's factory, bought it and took it to the resort colony of Madison (Conn.), on Long Island Sound. Other residents saw the

craft and Alcott sold 30 fish that summer. Two of those sales proved to be just about the most important Alcott ever made.

First, Duncan D. Sutphen, Jr., then president of New York's Gotham Advertising Agency, saw a Sailfish at Madison, bought one and nailed Alcott as a client. He convinced the firm, says Bryan, to turn out a consumer booklet on the craft and, even more important, place it in New York City's annual boat show in January, 1949, where the Sailfish drew considerable comment (also some criticism for not having a cockpit).

The other important Sailfish sale in the summer of 1948 sent it to Woods Hole (Mass.), where a Life editorial worker happened to ride on the craft. Her enthusiasm for the Sailfish resulted in a two-page Life Picture spread in the late summer of 1949 ("the big turning point in the Sailfish's life").

That day, August 15, the Sailfish gusher began to come in (up to then Alcott had sold only 136 Sailfish). "We had phone orders a few minutes after Life hit the stands. We got 1,000 queries after the story. And Abercrombie & Fitch wanted to sell them."

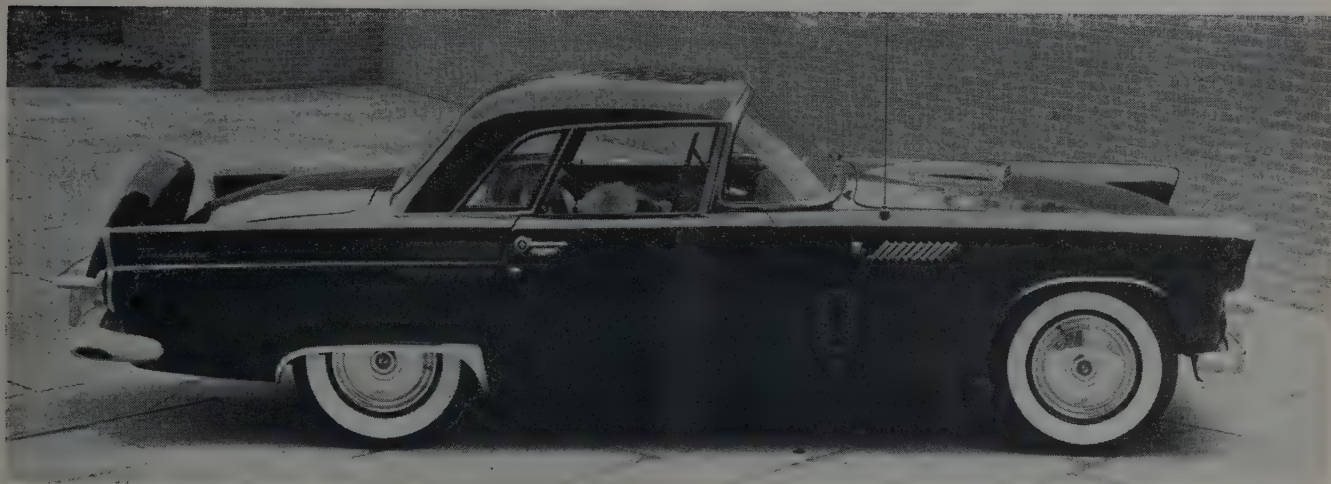
It appears that the publicity the Sailfish won spoiled

Alcott for paid advertising (via Hartford's Graceman Advertising). Consumer ads themed, "It's fun to go sailing in a Sailfish," run in boating magazines; trade ads themed, "cash in on the great demand," run in a couple of business papers, Alcott occasionally ventures into the larger consumer magazines to capture the Christmas gift trade. And the company makes sure dealers get display materials for the Sailfish.

Ambitious plans

The partners, who have long feared inability to keep up with orders should they start heavier promotion, now have some more ambitious plans in the works. "We're considering a lighter different material to make the Sailfish cheaper. This might even broaden our market. Furthermore, we want to build up sales in places like Florida. And in Texas where there's a surprising demand for the Sailfish."

Meantime, those who manage to find a Sailfish somewhere definitely go for it. Even the Dept. of Commerce, which wants to display a Sailfish at the International Trade Fair (themed "Industry for Leisure") to be held in Paris in May.



Thunderbird: cashing in on snobbery

What made 16,155 Americans pay \$4,000 (\$2,600 without accessories) apiece last year for the Thunderbird, even when they could buy the Jaguar for less?

Few companies in the U.S. have cashed in on today's brightest new market as successfully as Ford Motor Co. With its sleek, low-slung Thunderbird, Ford goes after today's most interesting consumer: the man with enough money—and time to enjoy it—to want something special for his leisure hours.

Five success secrets

Basically, there appear to be five reasons for the Thunderbird's success as a luxury leisure-time product:

- **Consumer need:** "Four years ago, when the Thunderbird idea was conceived," says R. S. McNamara, Ford vice-president and Ford division general manager, "our researchers showed us convincing market data, indicating

there was a desire for a different kind of car between the mass automobile market and the sports car market." After watching foreign car sales double each year in the U.S. since 1949, Ford felt "there was a definite need for a sports type car of which Ford's share could be a minimum of 10,000 units annually."

- **Product design:** The Thunderbird combines both the sports car and the U.S. car styling trends. Or as Thunderbird planning manager Tom Case puts it: "The Thunderbird includes the styling flair and performance of the sports car along with the more luxurious features of the American passenger car." Above all, says Case, the car is "fun to drive."

- **A fantastic stream of tie-in advertising:** "Sales and advertising people," reports Case, "have been flooded with requests from hundreds of different retailing establishments throughout the country to tie in their products with the Thunderbird. Outstanding examples include the Power-

car Co. of Connecticut with their Thunderbird Junior Car, clothiers with styling inspired by the Thunderbird. Procter & Gamble had a promotion with the Thunderbird as a prize."

Incidentally, Ford pulled a real PR coup by providing a Thunderbird for the opening scene of the smash Broadway musical, *Plain and Fancy* ("while this show plays to only several hundred people each night, the people who see the show constitute an ideal market for this particular product").

- **Availability of parts & service:** Ford planned, reports Case, that "the car should be easily serviced at any Ford dealership." Dealers in foreign sports cars have suffered from a reputation for costly and often careless service. The Thunderbird "was also an opportunity to give each of our dealers a dream car that would increase showroom traffic, influence his over-all sales, and, above all, a dream car that he could deliver to his customers." In fact, at the end of the 10-day selling period after the Thunderbird debut October 27, 1954, "our dealers booked 3,500 Thunderbird orders—nearly one-third of our first year's market objectives."

- **Advertising that involved the entire Ford line:** Explains Case: "The Thunderbird not only enticed people into dealer showrooms. It increased the prestige of the entire Ford car line. We wanted to add even more prestige

to the Ford line and to once & for all erase the tie-in between the model 'T' and the name 'Ford' that still existed in the minds of many people." Thus, while the Thunderbird is plugged on its own in newspapers, magazines and auto publications, it gets a heavy play in other Ford advertising—e.g., other Ford cars advertise: "They're kissin' cousins to the Thunderbird."

Thunderbird's tomorrow

A recent Ford survey shows that most Thunderbird owners have an annual income of \$10,000 or better and are the heads of two-car households (including the Thunderbird).

A recent *Popular Mechanics* survey suggests that Ford was right about a new market's lying between the mass auto and the sports car. Of 1,000 1955 Thunderbird owners in 36 states, 78% of those interviewed had not owned a sports car before.

As for the Thunderbird's future, Ford division general manager McNamara says: "In 1955, 20% more Thunderbird personal cars were sold than the total of all sports car types marketed in America. Four Thunderbirds were sold for every one produced by the highest volume sports car manufacturer. Thunderbird 1956 (see cut) is expected to reach a 'personal car market' of 20,000 owners."

Scrabble: flop becomes phenomenon

Scrabble, perhaps more than any other leisure time product now on the market, spotlights the astonishing power of suburbanite groups to establish a national fancy. Scrabble's spread from suburbia into the mass market of cities was accomplished, moreover, without so much as a penny spent on advertising.

Though New York architect Alfred Butts invented Scrabble some 20 years ago, it wasn't until 1948 that he and an old friend, James Brunot, began making sets in Brunot's Newton (Conn.) home. That year they made some 2,000 sets, gave most of them away and lost money on the venture (as they did for the next four years).

Winnetka and Woodmere

In mid-1952, on-&-off negotiations with game packager, Selchow & Righter bore fruit—mainly because Scrabble sales began to zoom, from 16 a day early that year to 411 a day by year's end. S&R ad manager Marion E. Stringer explains that the Scrabble obsession caught on in the suburbs (Brunot enclosed self-addressed order cards with early Scrabble sets).

"These cards showed," recalls Miss Stringer, "that Scrabble first caught the fancy of people in two suburbs—Winnetka, Ill., outside Chicago, and Woodmere, Long Island, outside Manhattan. In each case, Scrabble appealed to the intelligentsia—to game-conscious groups that like mental tussles even up to the point of betting on each other's prowess." After Scrabble became the rage among Winnetka's and Woodmere's upper-income families, it began to penetrate directly into Chicago and Manhattan ("a Saturday night visitor or dinner guest in these suburbs would take the idea back to his city apartment—or commuters from these suburbs talked about Scrabble to business associates").

Scrabble soon swept both Chicago and New York and, by 1953, was well on its way in other metropolitan areas.

"When Chicago and New York made it smart to play Scrabble, other cities followed suit," Miss Stringer reports. "We found the game leaped from city to city, probably after out-of-town visitors were entertained by it."

Three sales helps

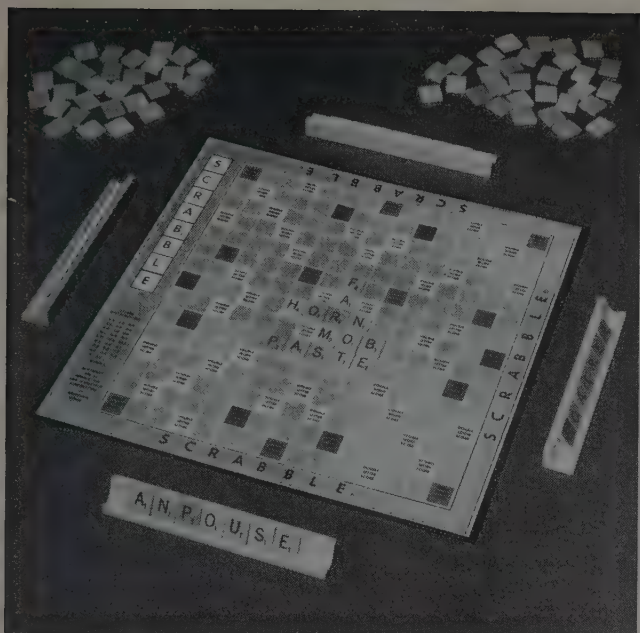
Meanwhile, Scrabble began to get magazine and television publicity. In July, 1953, for example, *Time* ran a story on the game and "we had a grand explosion on our hands" in the midst of the perennial summer lag in game sales. The *New Yorker* mentioned it and, by December (top selling season for games), *Look* and *Life* had done a picture spread and six-page story, respectively, on the nation's biggest rage since Monopoly (1937).

Ad manager Stringer believes this publicity, plus the "word-of-mouth" push for Scrabble, caused another power to grow behind the game: demand from the public went beyond supply and stayed there. "The fact that it was tough to get Scrabble in a store seemed to make people more eager for it." In fact, before Christmas of 1953, customers queued up to purchase the \$3 set, fighting for the few available boards. Production of the word game exceeded 1,000,000 sets that year.

Interestingly enough, it was this shortage that drove Selchow & Righter to something Scrabble never seemed to need: advertising. In 1954, after shipping 17% more sets in the first six months than in the first half of 1953, Selchow & Righter "were forced" to run a series of clever, cartoon-type teaser ads (in *The New Yorker*, *Satevepost*) which promised that every customer would eventually get his Scrabble set.

Scrabble & TV

It was not until last year (when Scrabble sales began to level) that Selchow & Righter went off the system of



"allocating" sets to dealers and plunged into regular advertising for the game. Through New York's Norman, Craig & Kummel, ad manager Stringer used spot radio and newspaper ads in 10 metropolitan areas and took the firm's first stab at television—three participations a week last fall for 10 weeks on NBC-TV's Today, all during the program's 7:55 a.m. newscast.

Selchow & Righter plans to use television again this year (but isn't saying what show). Actually, its ad moves

only highlight a new trend in the industry: larger advertising budgets on the part of the few active brand name game marketers (others are House of Parker, Milton Bradley Co.). Though the bulk of packaged game volume is in small unbranded lines, the big houses are beginning to think in more dramatic marketing terms.

• Last Scrabble-less market

Selchow & Righter, for one, feels that increased advertising will help tap what appears to be the last Scrabble-less market: the small town and rural area, perhaps some growing cities. For instance, an eight-city survey (Atlanta, Boston, Chicago, Dallas, Los Angeles, New York, St. Louis and Seattle) by Norman, Craig & Kummel this January reveals Dallas is a ripe market for Scrabble (of all eight cities Dallas had the fewest, but most fervent, Scrabble players).

The survey also points out that Scrabble is almost as popular among its owners as it ever was. Of those interviewed, 35 out of 100 had played the game within a week of the interview, 70 out of 100 had played it within two weeks. Further, a separate survey by Chicago's Marshall Field found that that city's latest Scrabble buyers purchase the game for their children—a finding Selchow & Righter are bound to promote in the near future.

Meantime, Brunot (whose devotion to the game finally put it over) hasn't stopped planning new ways to sell it. Their Production & Marketing Co., which owns the trademark, puts out a \$10 de luxe set and a \$15 leather luxury job. Newest in the line: Travel Scrabble—a \$7.95 magnetic set for the vacationist who wants to play on train or plane.

Esther Williams' Pool for \$1,295

Since 1952, sales of permanent backyard swimming pools have rocketed right along with the increase in family income, family leisure and the ubiquitous suburb (20,000 pools worth \$220 million sold last year alone).

But while swimming pools are becoming a middle income group phenomenon, their chances for a broader market seem slim—principally because the lowest price in pool installation is around \$3,000. The principal target for pool marketers, according to Swimming Pool Age, has long been home-owning families with an annual income of \$10,000 and up. Usually, the person buying a pool makes between \$10,000 and \$15,000, and his home is worth \$20,000 or more.

The income barrier

At least one company, though, thinks the backyard swimming pool can break through that income barrier. And that's what makes the leisure marketing policy of the six-month-old International Swimming Pool Corp. (White Plains, N. Y.) so significant.

Under an arrangement with Esther Williams Enterprises (Hollywood), International plans this spring to sell an Esther Williams Swim Pool Pak for as low as \$1,295, thus tap volume sales among the 7,000,000 families with an annual income of \$7,000 or more.

Basically, International's plan to sell packaged pools en masse hinges on these two factors:

- In an attempt to bring product costs down, International goes in for a vinyl plastic poolskin, thus eliminating need for concrete floors. Cinder blocks and some concrete can be used for walls. Another cost-cutting angle: instead of gradually descending depths, the pool's installers simply dig a deeper hole at one end. By keeping the pool filled the year around (despite weather), the buyer can hold the pool's shape against ground water pressure (which buckles many a pool in winter months). The end result is that International will sell 15' by 30' pools for \$1,295 (the standard) or \$1,595 (the de luxe with diving board, ladder and light); 18' by 36' pools for \$1,695 (standard), for \$1,995 (de luxe). All models include the all-essential filter, skimmers, piping and chemicals. Thus, since you can get a small pool for as low as \$1,295, and since International does not expect installation to exceed a cost of \$700, ready-for-use pools are available for \$2,000.

A magic name

- The second factor is the sales magic in the name of the pool's sponsor, Esther Williams, who, in a bathing suit, will get prominent play in all promotions. Even more important, International merchandises her fame to sign up franchised dealers in nine sales districts (although pool sales are biggest in Florida and California, International is after 2,000 dealers—it has 100 now—to tap new markets in the south and midwest).

Don Pruess, International vice-president and formerly national sales manager of Playtex and Eversharp, already has started a heavy ad campaign to recruit dealers. Ads in building and gardening magazines, Sunday newspaper gardening sections and weekday ads in The Wall Street Journal feature Esther Williams who asks: "Are you my leading man? No construction experience is necessary."

For the dealer, who must arrange for pools' installation through an approved local contractor, Pruess and admanager Wally Ross are building a stream of Esther Williams promotions: a 12-minute color film, co-op advertising (International pays up to 5%), the announcement of a dealer's appointment by Esther Williams. All in all, Ross expects advertising & promotion to cost about \$150 per pool sold.

Sametime, International's packaged pools are in for some heavy plugging during personal appearances by Esther Williams (on television shows during her touring aquacade sponsored by NBC-TV). Her most important appearance, thinks Ross, may be at the International Home Building Exposition (May 14-20) in Manhattan.

Also in May, International goes after consumers with a quarter-page ad in Life (through New York's Gotham-Vladimir Advertising).

International hopes to crack the \$7,000 and up income brackets this year, but Pruess and Ross don't think the mass market for pools is confined to house-owners. "The



market is two-fold," says Ross. "It's the home owner. And it's the builder of developments, the guy who can order a number of pools to put in a project. Who knows how big that market is?"

Aqua Lung; fad bids for future

"It seems to me that sport diving, which is said to be the fastest-growing form of recreation in America, is appealing at least partly by virtue of the fact that it is kind of an intellectual sport. The diver is furnished with an unusual sort of competition and, when he goes down, he finds that the waters of the world contain an infinity of surprises."

So writes Abercrombie & Fitch underwater expert Albert VanderKogel in *Underwater Sport*, a book devoted entirely to the latest—and possibly most astounding—of today's leisure rages. Using either SCUBA—"self-contained underwater breathing apparatus"—such as the famed Aqua Lung, or the minimum diving equipment of fins, mask

and snorkel, the postwar U.S. went for skin diving and spearfishing, turned it fast into a fad (it has long been popular in Europe; possibly World War II "frogman" helped popularize it here).

Says VanderKogel: "In 1945 the number of sport divers must have been in the hundreds; today there must be well over a million, at least 25,000 of whom own SCUBA." Organized clubs number in the hundreds.

These clubs (mostly in such warm-water areas as Florida and California) bear such intriguing names as the Brentwood Hell Divers, the Coral Creepers, the Sarasota Sand Sharks, the Los Angeles Neptunes, the Long Island Dolphins and the Puget Sound Mudsharks.

Even an association

Today, the sport boasts the International Underwater Spearfishing Assn. (Los Angeles) which tries to give sport divers a voice in legislation concerning underwater activities (some states actively ban such diving as too dangerous). It also boasts magazines, like *The Skin Diver* (Lynwood, Calif.) and *The Waterbug* (Clearwater, Fla.).

Of all the self-contained underwater breathing apparatus (SCUBA) on the market, probably the most famous is the Aqua Lung, made and marketed for 10 years by U.S. Divers (Los Angeles). Selling for as little as \$110 (with Fiberglass housing) or for as much as \$225 (U.S. Navy type), the Aqua Lung finds its top popularity among men from 18 to 30, whether professional divers or plain hobbyists.

It was invented 12 years ago by Emile Garnan (see above left, with Rene Bussoz, U.S. Divers' president) and Capt. Jacques-Yves Cousteau. Together, they worked out



a regulator value allowing divers to take oxygen out of a tank when they need it.

This "demand regulator" can be adjusted to taste. Air comes to the diver through a tube over his right shoulder and is exhaled into the water through a tube over his left shoulder. The tanks, regulator and tubes comprise the heart of the Aqua Lung.

Sell safety

U.S. Divers sells its product through marine jobbers and sporting goods distributors, provides its distributor with movies on the use of the equipment, also some in-store display posters. It plugs the Aqua Lung in marine, boating and divers' magazines.

Fourteen U.S. Divers Salesmen, trained by expert divers, cover Aqua Lung dealers, sometimes selling the merchandise to the customer in the store. These salesmen introduce new variations of the Aqua Lung to wholesalers, but introduction of new sport diving products directly to the public occurs only during sporting goods shows (e.g.,

the annual National Sporting Goods Assn. show).

Although U.S. Divers won't give sales figures, president Bussoz does say 1956 looks like a surprise year with triple the sales of last year.

If U.S. Divers sales are booming, so are the number of skin diving schools that have popped up in the last few years. Latest are in Chicago, Philadelphia, Washington (D.C.). So important is proper use of equipment like the Aqua Lung, Abercrombie & Fitch checks the customer out in a Manhattan hotel pool, urges him to attend a skin diving school.

Probably one of the oldest and best established schools is the Divers Den (Ft. Lauderdale, Fla.), where Bob Whitney, an ex-Rochester (N.Y.) realtor, provides SCUBA training. For example, he takes a customer out for \$12.50 a day (25 persons attend Whitney's school a day).

Just as skin diving schools are a natural outgrowth of the sport itself, so are two other new activities—underwater photography and sport-diving tour services. Underwater cameras and camera housings range in price from fairly low (one housing is \$6.95) to the seemingly astronomical (\$675 for a Fenjohn still camera).

Skotch Kooler: now it's full line

The Piker brothers — president Herbert and Vice-president Myron—who run the Hamilton (Ohio) Metal Products Co., maker of Skotch Koolers, boast this sales record: in nine years, they've jumped Hamilton's sales from \$400,000 a year to 1955's \$5,000,000.

But the Pikers are far from satisfied with their current success. Their immediate ambition is to broaden their famous Skotch Kooler into a full line of picnic equipment (Macfadden's Wage-Earner Panel shows, for example, that the average wage-earner engineers six picnics a year for his family). Right now, for instance, Hamilton's line is made up of four "mechanized" and four "chemical" products designed to bring indoor convenience to outdoor life.

Even an insect spray

The mechanical line, the Pikers' first love, started (1950) with the Skotch Kooler (\$7.95), a four-gallon container for keeping hot liquids hot and cold liquids cold—still the company's biggest seller. Then came a one-and-two-gallon model of the Skotch Kooler, the Skotch Grill, and the Skotch Jug. Latest addition (last month) is the Skotch O'Matic, an improvement on the Skotch Jug, thanks to a built-in pump.

The Pikers' first chemical product bowed last year: Skotch Ice, a canned fluid (four cans for 69¢) that can be frozen quickly and used and reused to keep foods chilled. This year the Pikers added Skotch Kooler brand Insect Spray (\$1.79), Charcoal Lighter (79¢), and Grill & Oven Cleaner (\$1.49), all in 12-oz. aerosol containers. Five years ago, the Pikers might have had trouble marketing a full line of picnic products. Today all they see is a vast and untapped market.

Some early boners

Their discovery of this potential did not come easily and they pulled "some mighty big boners" when they first took over management of the shaky company after their father's death in 1945. The elder Piker had been seriously ill since 1941 and the Hamilton business, exclusively in metal containers like tool boxes and fishing tackle boxes, had gradually sunk in sales.

First the brothers overhauled Hamilton's distribution, switching to manufacturer's representatives in all major markets because they couldn't afford their own sales organization "and the reps knew their markets as well as anybody hoped to." This decision still stands—manufacturers' reps have put Hamilton's picnic products into some 100,000 retail outlets. Today the company bombards its

PRESS THE BULB

...it serves a drink!



Skotch O'matic
HOT-OR-COLD JUG

7.95
for half gallon size
(6.95 for full gallon)



Contents kept at the proper temperature and no need to stir or stir.



At the picnic table, desk or bedside, refreshment is at your fingertips.



In auto, boat or train, no need to move it or lift it. Just operate the bulb.

No need to pour, lift, or tilt—a delight to use!

For everything in picnic pleasure, look to the **Skotch Kooler® Family**



Skotch Kooler
The original Skotch Koolers that put the solid in picture. Food or drinks kept hot or cold for hours.
2 deluxe models: 4 gallons, 7.95
2 gallons, 5.95 - 1 gallon, 3.95



Skotch Grill
The most economical and easy to use grill that ever grates an outdoor or indoor gathering. Perfect for every day use. The handsome painted finish won't burn off.
1.95



Skotch Ice
Keeps food cold longer and without messy melting. Freezes the cans, then seals them around your food and drink. No cube interference.
4 cans in handy Karry Karbon 80c



Skotch Kooler AEROSOLS
Accessories needed most at outings or around the house. Large 12-oz. cans.

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para
ket

reps with sales literature and advertising reprints as it would its own salesmen.

While the distribution picture brightened fast, the Pikers' first efforts to branch out into new product fields were not so happy. The first flop was a minnow bucket "that looked mighty fine but didn't sell." Then came a round picnic cooler painted a flashy blue and yellow, which even at \$6.95 failed, too.

The year 1950 was the turning point. The Pikers finally placed the round cooler in the hands of industrial designer Petra Cabot with orders to redesign it for the mass market, aiming for no higher than a price of \$7.95 at retail.

She did. The result was electric. After one small ad, Skotch Koolers popped up on picnic blankets like ants on jelly sandwiches. Since then practically all Hamilton "mechanical" products—which, incidentally, range in price from \$3.98 (one-gallon Skotch Kooler) to \$8.95 (Skotch O'Matic)—have come out in the distinctive plaid conceived

by designer Cabot, an identification that also helps the company's extensive tie-in promotions.

Probably the tie-in promotion—as Hamilton enjoys it—is one of the most effective keys to tapping the leisure market. Today, advertisers of other products almost naturally use the Skotch Kooler plaid design to help them promote barbecue products. The Pikers, of course, encourage such tie-ins and eagerly explain their wares to food, women's page and outdoor editors for still more publicity. Meantime, their ad budget has risen from that small insertion in *Life* to about \$300,000 a year; ads run mostly in consumer magazines (see cut).

Today the Pikers are making special efforts to plug their full line for non-picnic season sales—for example, suggesting the products for Christmas gifts.

While the full-line concept is now an accepted marketing policy of the Pikers, the brothers have still more ideas for expansion. One is a hot plate that does its cooking chemically. But it, too, will stay in the under \$10 price range.

Johnson: always a jump ahead

In the story of today's greatest boating boom, the most fabulous chapter concerns outboard motors. A novelty 20 years ago, nearly five times as many outboards have been sold in the last nine years as in the previous nine (3,550,000). By last year one out of every seven U.S. families owned a boat, and they were buying 470,000 motors annually to propel them.

The U.S. marketer putting the most promotion money into boating (and taking out the happiest profits) is the General Motors of outboards: Outboard Marine Corp. (Waukegan, Ill.). Solidly entrenched with its Johnson, Evinrude and Gale lines, Outboard Marine last year sold more motors than its chief competitors Scott-Atwater, Mercury and Elgin put together (total 1955 sales \$85,855,697).

The current marketing policy of Outboard Marine's Johnson division better than anything reflects the present trends in the outboard motor business.

People are more selective

This year, for example, Johnson has changed its product design and styling because of two notable buying trends:

- The first is an increasing selectivity by buyers in seeking more horsepower. To meet this consumer demand, Johnson upped its product mix this year from four to nine different motors. It has expanded the horsepower range of its line to include motors of 30, 15, 10, 7½, 5½ and 3 horsepower (as opposed to 1955's motors of 3, 5½, 10 and 25 horsepower). This product change allows Johnson to plug its line in ad copy as "one famous name—nine famous motors—full range of power 3 to 30". It also allows Johnson to widen its pricing—from \$146 (3 hp.) to \$582 (the Javelin 30).

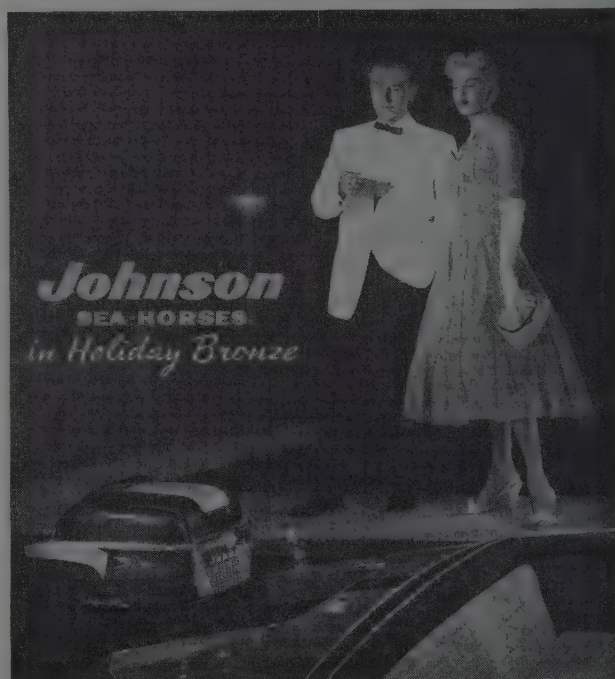
To further intrigue the power-hungry consumer this year Johnson offers motors pre-engineered for use with remote controls—steering wheel, throttle and shift levers (Johnson itself makes "Ship-Master" throttle-and-shift accessory).

- The second big buying trend is toward purchase of sleek, stylish motors and matched boat and motor equipment. One major marketing step this year for Johnson is elimination of its familiar Sea Horse green in favor of

a new color, holiday bronze, with spray white trim. "This is a frank bid to the developing pride-of-ownership market—the chap who likes his boat and motor rig in matching or complementary colors (see ad). Johnson advertising this year plugs this new theme of color and styling to the hilt.

Sport for everybody

Just as Johnson's \$1,500,000 advertising and promotion campaign plugs new product design and color this year, so will it push other themes reflecting the latest trends in the outboard market. This campaign under ad



FOR 1956: Johnson Sea-Horse outboard motors are now available in a new color, holiday bronze, with spray white trim. This new color is a frank bid to the developing pride-of-ownership market—the chap who likes his boat and motor rig in matching or complementary colors (see ad). Johnson advertising this year plugs this new theme of color and styling to the hilt.

manager Chester D. Palmer, Jr., leans heavily on magazines, includes two newspaper campaigns, one in the autumn at the time of the new motor-announcement and the second in the spring, opening progressively across the country in relation to the beginning of the outboard season.

Of equal importance is the strong emphasis on merchandising aids (displays, posters, stickers, etc.—but no cooperative advertising) which go through Johnson's 19 sales representatives to 3,400 dealers (85% of whom are marine store operators). Johnson, which has a strong factory-to-dealer relationship (no distributors except in the Rocky Mountain area) claims to be a tough fair-trader, will drop a dealer for an under the counter sale.

As for copy, advertising, whether direct to the consumer, or to dealers, harps on Johnson's "dependability" (an old theme), the new glamor-type outboard in bronze (to go with almost any color boat), "family use" of outboards (new in the last year). Just about every bit of Johnson advertising will plug boating in general—promoting boating as a sport for all ages, for all kinds of leisure activities (e.g., Johnson's market researchers came up with the intriguing fact that fishing as a reason for buying an outboard is dropping in importance, while water skiing and cruising loom larger and larger each year as reasons for buying). Some Johnson advertising features illustrations of the boater who has a two-motor craft (almost 20% of motor purchases today are a second motor buy).

While Johnson claims to spend more money on advertising and merchandising than any other outboard marketer, it also carries on a heavy public relations campaign. PR manager Don Cullimore's four-year-old department is

firmly devoted to first selling boating as an institution, then selling the motor boat idea (Cullimore always stages press parties on lakes).

Another important objective of Cullimore's PR effort is to convince city fathers that their town, if on the water, should have marine facilities like docks, floats. To do this, Cullimore's three-man staff works through Johnson's 19 sales reps who urge Johnson dealers to work for better facilities in their communities. This brings up another important PR function at Johnson: aiding and abetting trade associations like the Outboard Motor Boating Assn. and the Outboard Boating Club of America to spread the gospel of their trade to consumers. These associations work mightily to get proper boating facilities in communities near inland lakes, rivers or ocean shore.

In short, Cullimore tries every manner and means to make boating important to as many people as possible (e.g., his men prepare and send out a series of booklets encouraging women to take up motor boating).

A universal market

As Johnson's sales director W. H. Jonas puts it: "Both geographically and economically, the leisure market for boating equipment is almost universal in the U.S. Only the most impoverished of slum dwellers or sharecroppers could be excluded, from an income bracket standpoint, as future potential buyers of boating equipment." (A special survey by the Outboard Motor Boat Club of America shows over half the outboard sales in 1954 were to skilled workers, craftsmen, clerical workers and salesmen.)

Motels: Key to the newest paradise

Last year, motels grossed over \$1 billion, some 10 times the 1940 figures. Their growth continues by leaps & bounds: last year there were at least 60,000 motor courts in the U.S., up from 1952's 48,000. But for the best example of what motels mean to today's leisure man, one must take a look at Miami's Pan American Motel (see cut), which cost \$800,000 to build and \$250,000 more to furnish.

Key is convenience

If the key to the motel's success can be narrowed to any one thing, that one thing would be convenience. That basically is what the Pan American Motel also capitalizes on. It has outside parking facilities for 70 cars, an underground garage for 40 more. It has a swimming pool, shuffleboard, tennis courts and bar. Each room on all its three floors has the outside wall set at an angle so that each room has a terrace private from the ones adjacent. Perhaps best of all, guests can enjoy a casual, easy-going atmosphere—neither jacket nor tie, for example, are mandatory at meals.

Pan American, of course, is bucking—and successfully—Miami's plushiest beach hotels. It grew as a result of the late Claude H. Siems' (a local resident) belief that today's traveler goes for informality. He took his idea for a luxury, but informal, beachside motor hotel to architect Carlos B. Schoeppl, and the world's most fabulous motel is the result. Last year, Pan American's total volume hit \$500,000-\$700,000—about 75% of it from the 100

rooms and the rest from bar and restaurant (it added 50 more rooms in December).

Manager Aubrey Maura, Jr.'s principal customers are at least 98% vacationers (the rest may be businessmen on expense accounts). About half the winter guests at Pan American come by car, the rest arriving by train or plane. Many of the latter rent cars through the motel for their stay. The average visit in winter is slightly more than two weeks; in the summer, five-and-one-half days. Almost all summer guests come by auto. And about 20% of Pan American visitors have children (there are no convention facilities and no attempt to draw large groups).

Prices & promotions

Probably one of the most outstanding features of this unusual motel is the variety of rooms it offers (more, certainly, than the conventional motor court). For instance, rates run as low as \$18 a day or as high as \$30 a day for an oceanfront room. All rooms are double, 45 have studio beds and completely equipped kitchenettes (all rooms are on the European plan).

Maura's prime tool for plugging Pan American (and fending off competition of 61 nearby motels with a total of 6,000 rooms) is a fervent direct mail campaign (he spends about \$10,000 a year on mailings, another \$5,000 a year on brochures). Guests are asked for names of friends who might be potential customers and Maura mails folders to them; from this group, says Maura, the greatest crop of new customers come. Folders also go to former



guests and to names selected from sources as college alumni and club membership lists.

Probably the most important part of Pan American's promotion is the super motel's membership in Master Hosts, a national association of 57 certified-for-quality hotels, motels and motor hotels.

A kind of a "social register" of places to stay, Master Hosts (headquarters in Fort Worth, Tex.) keeps tabs on the quality of each member, does an approval job similar to Duncan Hines. Each member must meet nine requirements: complete hotel service (such as food, laundry, porters); dining facilities; free parking; swimming pool; private bath with each room; telephone in every room;

year-round air conditioning; quality furnishings; AAA approval.

Master Hosts' roster of members are connected by teletype, so reservations can be instantly made and confirmed.

Master Hosts, which has been called "a blue-ribbon trade association," marks an important trend in the motel business. After years of bad service and facilities at many tourist cabins, the industry took a long look at itself in the 1940's and banded into associations to clear up such troubles. These "motel chains" differ from hotel chains in that each motel is individually owned (another such "chain" is Quality United, headquarters in Daytona Beach).

New life for old sports

People spend roughly \$12 billion a year on leisure time activities, according to the Dept. of Commerce. An analysis of such recreation expenditures indicates that spectator sports are just about holding their own, while the big rise is in participation activities such as travel, gardening and boating, which some say is today's fastest growing sport.

There are participation sports, though, that also just about seem to hold their own. Bowling is one example, with little rise in participation since 1953. Even hunting seems to have lost some steam, with license expenditures last year not much higher than in 1952.

The result is that more alert firms in the older sports field are working harder on their marketing. One example is the venerable Shakespeare Co. (Kalamazoo, Mich.) which is busy 1) selling an improved product and 2) striving to broaden interest in fishing, particularly to young people.

Spinning reel for women

Shakespeare (1955 sales: \$12,112,000; net profit: \$1,153,500) is pushing hard a self-winding reel. Roughly four years old in popularity, spin fishing has, says Abercrombie & Fitch, swept the tackle world—mainly because the easy-to-operate spin reel attracts whole families to fishing ("women find a spinning reel quite easy to handle"). So far, probably 200 different spin reel models have turned up on the market.

For 1956, Shakespeare will feature at least nine spinning rods ranging in price from \$9.95 to \$41.50. Sales & advertising vice-president C. W. Davis plugs spinning reels in Shakespeare ads with this theme: "All so easy,

so simple you can operate them blindfolded. Just pick up the line (always at your fingertips), back up the crank and you're ready to cast."

Lure for youth

Sametime, Shakespeare is out to lure young people to the art of fishing. Says Davis: "A man who starts fishing at 20 has a long fishing career ahead of him—and we intend to provide him with new and improved tackle all the while." Thus, Shakespeare (aside from a strong ad and merchandising campaign which cost \$1,290,000 last year) enthusiastically supports the five-year project of the American Assn. for Health, Physical Education & Recreation to develop education programs for outdoor activities.

Thanks to funds from the Associated Fishing Tackle Mfrs. (of which Shakespeare is a vigorous member) and the Sporting Arms & Ammunition Mfrs., the association will plug casting and fishing, shooting and firearms safety, plus camping, boating and other outdoor activities.

Top targets: schools & colleges. The recreation group says that of the 28,000 high schools in the U.S., over 16,000 with 4,500,000 students want casting programs and the fishing materials for such training.

Meantime, Shakespeare factory salesmen constantly demonstrate equipment, give talks and write articles to spread the fishing gospel. Most famous: Ben Hardesty of Detroit, six times U.S. professional bait-casting champion.

New push for model railroading

Probably one of the most durable of U.S. hobbies is model railroading. At least 25 years old here, model

railroading is at a point where its fans will spend \$15,000,000 this year on equipment ranging from trains to terrains.

Selling this hobby group, however, is not like selling the leisure market in general. For example, a few (75,000) enthusiasts will plunk down nearly 90% of that \$15,000,000, while the rest will be spent by some 25,000 hobbyists with either a seasonal or spasmodic interest in the pursuit. Sametime, turnover is low among model railroad fans. Each year only one man in 11 leaves the hobby. The average fan, whose average income of \$6,222 a year is 45% higher than in 1950, spends an average of 6.8 hours a week on model railroading.

At the moment within the business there is a quiet but effective drive in progress for new recruits to what looks like a lifetime hobby. The lure is a new gauge track, called HO, which is smaller than today's two standard sizes, but is not so complicated to handle and assemble as some miniature tracks. The HO track has grabbed an undisputed lead in scale railroading in recent years and is on its way to cracking the toy railroad market. (Word is that toy king Louis Marx will sell HO track & trains next Christmas season.)

Trains for today's smaller homes

Reason for the HO track's popularity: it easily fits into today's smaller houses (e.g., in suburban developments).

New Jersey's Mantua-Tyco, which has made only HO equipment since 1952, says its sales climbed 40% last year over 1954. Right now, the company is out to broaden distribution from hobby stores to toy jobbers.

For that move, the company this year created its first point-of-sale display kits for dealers. It counts on display in hobby shows and on television shows.

The company does some advertising aimed to recruit new model railroad fans. For example, it advertises in both Model Trains (devoted to stimulating the beginner's interest in the hobby) and Model Railroader (devoted to the model railroading purist). In fact, the very existence of both magazines in the same field attests to today's efforts to broaden the entire market.

Sun Valley for \$92

One of the more intriguing efforts to keep the sparkle in skiing is the widely advertised "learn to ski" weeks at world-famous Sun Valley (Idaho). Actually, the Union Pacific Railroad is responsible for the promotion, which today draws an average of 425 people per ski week.

By providing seven days and six nights at Sun Valley for only \$92 (not including travel fare), the railroad has attracted national interest among ski fans. So far, the package plan has drawn most people from California, Oregon, Washington and the Chicago area. Sametime, Union Pacific PR men plug skiing to schools, clubs and the like.

While skiing is an old sport, its popularity in the U.S. did not hit real heights until postwar—probably 2,000,000 people ski today, compared with 1,500,000 in 1953. One of the principal reasons for its steady growth is the packaged ski week, sponsored not by people active in the sport itself, but by enterprising transportation and other companies, like Union Pacific.

Big push for bowling

The 7,000-year-old sport of bowling is about to get a massive push. The principal reason is the advent of pin setting machines (the machine both lifts fallen pins

out of the way after a bowler rolls and replaces all pins after each two-ball frame). The advantage is obvious: no pin boys, 24-hour bowling.

Bowling is on the threshold of new popularity because of the enlightened self interest of the pin spotter marketer. If makers of pin spotters can increase the market for bowling, they naturally can increase the market for their new machines.

American Machine & Foundry Co., the nation's largest maker of pin spotters (Brunswick-Balke-Collender is its top competitor), plugs bowling to anybody & everybody it can think of. Admanager Jerry Donovan has an hour long television show, which started airing in the first of 33 scheduled markets last October. Called Bowling Time, the program attempts to sell these four key concepts about bowling:

- Bowling is entertainment.
- Bowling is a family sport.
- Bowling is easy (the show features instruction).
- Famous personalities endorse bowling (they appear on the show).

The TV show also features regular competition between eight top bowling stars.

Sametime, AMF, which rents pin spotters for \$800 a year to alley proprietors, builds a local newspaper, radio

Sun Valley
IDAHO

It took more than mountains, sun and snow to make Sun Valley America's most-loved fun spot. Add to its nature-endowed assets the world's largest ski school, more chair ski lifts than anywhere else, modern hotels and homelike service, and you have the picture. For the complete story, let us send you our free color folder.

"LEARN TO SKI" Weeks

Jan. 1-7, 8-14, 15-21, 22-28, 29 to Feb. 4, Feb. 5-11, Feb. 12-March 1
Mar. 4-10, 11-17, 18-24, 25-31

\$92

Chalet accommodations... meals... ski lessons... all ski lift rides... outdoor warm-water swimming... music, dancing... evening entertainment—7 days, 6 nights

\$60.50 WITHOUT MEALS
(RAIL FARE EXTRA)

Make Your RESERVATIONS Now

UNION PACIFIC RAILROAD

OWNED AND OPERATED BY UNION PACIFIC RAILROAD

and outdoor campaign around an alley when a proprietor takes on an AMF pin spotter. (AMF can also supply a bowling entrepreneur with every other piece of bowling equipment—it sells balls, alley equipment and accessories, too.) To see that youngsters learn about bowling, AMF has an extensive PR program under way to get high schools and colleges to endorse the sport. For instance, AMF is trying to get the Health & Physical Education division of the National Education Assn. to set up after-school bowling classes. And shrewd missionary work by AMF PR men has resulted in the sale of pin spotters in the student

unions of such colleges and universities as Colorado University, Michigan State, Minnesota, Southern Methodist and Purdue.

Further, AMF works hard to promote bowling with American Bowling Congress, the American Junior Bowling Congress and the Women's International Bowling Congress. It also urges companies to install bowling alleys for employees (Chrysler for instance, has one).

Does this sort of promotion pay off? AMF claims to have installed 12,000 pin spotters since it set up the first one in 1952.

TIDE Leadership Panel

can't decide between...

SWEENEY OR STUYVESANT FIRST?

Suppose you, as a marketer, had a leisure time product. How would you market it? To whom would you go first?

For a cross-section on what the nation's leading marketers would do with such a product, Tide went to its Leadership Panel, asked their knowledgeable opinions.

The Panel, however, isn't quite sure just how to approach this vast new market.

Here's the Panel breakdown on where it would go first with a leisure-time product:

- 34% would immediately try to mass-market a leisure time product.
- 29% would try to influence the nation's opinion leaders first.
- 25% would seek out the suburbanite first.
- 11% would first market to high income groups.
- Only 1% would go first to the factory worker (not heeding the words of Yale University professor of American Studies David M. Potter, who said recently:

"... Spare time ... is attained in the fullest measure by manual workers, and perhaps is enjoyed last by the executive or professional man whose occupation and social status is considered to be the highest ...").

Why the mass market first? The reasons some members of the Panel give:

- Neil Charity, assistant to the president, Coty, Inc.: "Everyone has leisure time and some available money. I would go after everyone."
- L. O. Holmberg, vice-president & manager, Compton Advertising: "Mass market consumption of nearly everything is growing rapidly."
- Frank J. Reynolds, president, Albert Frank-Guenther Law: "The mass market never had as great a

take home pay as it has today."

- John B. Bean, sales manager, Monroe Chemical Co.: "All types of people of all ages are hungry for some form of leisure."

Those Panelists who would first approach opinion leaders would do so for these major reasons:

- W. J. Newman, Jr., marketing manager, Waring Products Corp.: "Opinion leaders cut across all income and occupational groups."
- Robert F. Delay, vice-president, Burnett & Logan: "People are human—they follow the leader-s!"
- J. P. Duffy, advertising manager, Genesee Brewing Co.: "These are the bellwethers. People will follow."
- David Mayer, president, Market Psychology, Inc.: "First class, then mass!"

The marketers who would first go after suburbia, say this:

- Edwin A. Parker, advertising director, American Steel Foundries: "Suburbanites seem to show greater interest in leisure projects. They live too far out of the city to participate heavily in city pleasures and seem to concentrate their social activities in their homes and in small groups."
- G. W. Hausser, advertising manager, Wembley: "The suburbanite represents the new market in America. The leisure market is a new market."

- F. B. Leedom, president & treasurer, LaPorte & Austin: "Most such products get original publicity and start the vogue from the upper middle class—the suburbanite."

The 11% who would go first to high income groups say this:

- David Porter, advertising manager, National Airlines: "They usually have more leisure time, and others like to be similar or do the things the high income group does. It is something of a prestige proposition."

- Ralph C. Jones, proprietor, Humbert & Jones Advertising: "Acceptance at top levels usually develops emulation in mass markets ... one case in which it pays to build down."

The few marketers (1%) who would go to the factory worker would do so for the same reasons professor Potter cites:

- D. A. Permoda, advertising manager, Illinois Tool Works: "It has been my observation that they have the most leisure time available, therefore would make the leisure market."
- Roy W. Madison, president, Roy Madison Associates: "There are more of them with more impulse dollars to spend."

Several Panelists would immediately go for more than one market: C. E. Sweet, ad manager of Capper Publications, says he'd approach both the suburbanite and the factory worker, because "between these two you pretty well cover the great middle economic class."

Richard F. Larkins, advertising manager of Arrow Liquor Corp., would seek out the opinion leaders and suburbanites, explains: "Like anything else, a few opinion leaders usually are the one that get the ball rolling. Suburbanites try new things more quickly."

Marketers overwhelmingly disagree with some sociologists who suggest that once a leisure-time activity becomes available to more & more people, it may become less satisfying because "everybody's doing it." A roaring 83% say if they personally like a leisure-time activity, they don't care how many others like it, too. A scant 17% say they would be affected by mass participation in their leisure time activity (one Panelist notes that he has given up skiing because of crowds, while another cites dropping golf for the same reason).

ONE ADMAN'S OPINION

®

By Lester Leber



Caveat advertiser

Paul Tanenbaum, New York safety engineer, has written to express his outrage at a Chase-Manhattan newspaper ad which shows a man working at a machine tool. Tanenbaum points out that the sharp steel shaving coming off the machine is like a series of knives and that the worker has a good chance of obtaining a countenance that looks like chopped meat because he is not wearing a shield or goggles.

The face next to the machine in this ad makes a pleasing composition. But if it had been properly protected, it would have been authentic as well as artistic.

Ad of the month

As a home-owner who long ago gave up the fight against crab grass, most ads on lawn care leave me cold. They raise the specter of long toil and disappointing Augusts. Not so with Vigoro's season-opening magazine spread (see cut).

Here's an ad with the inspired and inspiring touch of a prettily pedicured foot nestling in thick green grass. No tiresome tables on how much to spread per square foot . . . no pictures of men at

work looking unconvincingly happy . . . no unbelievable promises.

Proof of performance is implied by the headline and substantiated in body copy. Devoting over half the area to lawn-plus-foot sets the proper mood for reading and acting on Vigoro's sales message.

If this much can be done for fertilizer, there is *no* product which cannot be advertised with beauty and emotion.

Vive le difference

Since time immemorial, coupons have been placed at the bottom of a page. Pream wisely inverts the practice and puts its coupon at the very top of its ad with bold copy proclaiming "Special Offer." When the pay-off is going to be determined by coupon response, it deserves this unconventional treatment.

When a second color is used, the natural tendency is to employ it lavishly. If the added color is in the product itself and aids realism, that's one thing. But when the color is an attention-getting device, too much of it defeats the purpose. Fruit of the Loom Shirts attains drama by paying for red and using it *only* as a lipstick imprint on the face of a man wearing the product.

To be different *just* to be different would be neurotic. But being different in coupons, color or any other ad facet *for a reason* is the essence of creativeness.

Perspective on Volkswagen

Volkswagen's progress in the U.S. is an intriguing story. (Tide—March 10). It is commonly regarded today as one of the rare instances of a product that succeeds without advertising. "Our advertising is our car," says one Volkswagen executive.

Lest we get a few hasty thinkers concluding that "you really don't need advertising," let's set the record straight. In 1955, Volkswagen sold 28,907 cars here. That's a 325% increase over 1954 and 56% of the 1955 foreign car market—but the year's total is still just a good week for Chevrolet, Ford or Plymouth.

Although VW runs only one ad a year in the U.S., the millions spent by domestic auto makers carry the promotional load for all automobiles; some of the created demand rubs off on the imports. Of course, demand for Volkswagens far exceeds supply, and may for some time. Then, too, Volkswagen executives have always maintained they have no designs on a major share of the U.S. market. You can bet your bottom pfennig that when VW supply catches up with demand the West German auto maker will need its own advertising investment if it ever aims for more than a tiny percentage of the U.S. automobile market.

From the mailbag

• From the Connecticut Mutual Life Insurance Co. has come a clever little booklet called "The Worry-Go-Round" which tells businessmen "how to understand your everyday tensions." Office worriers are classified into nine familiar types, which are described with humor and accuracy.



Proved... over 2 billion sq. ft. of lawn!



Ad of the month

Baseball's intriguing research study

- Major leagues, although healthy, aren't without problems.
- Some of them: unfilled seats, radio & TV coverage.
- To examine itself, baseball turned to its fans. Here's how.

"THE typical baseball fan might be jocularly described as a guy who wants to leave home 15 minutes before the game starts, drive effortlessly to the park where his car is picked up by an attendant who will deliver it later at the front entrance, be ushered to a comfortable seat along the first-base line where, while eating hot dogs that cost no more than a dime, he is entertained by an exciting game that lasts little more than an hour and is finally decided in the ninth inning with a smash home run!"

This description of today's typical baseball fan is facetious, of course, and was meant to be. But the man who dreamed it up, a staff member of the New York public relations counseling firm of Stephen Fitzgerald & Co., probably knows as much about baseball fans as anyone in the U.S. For Fitzgerald and his staff recently completed one of the most unusual research projects ever conducted, a massive survey of baseball and what its fans think of it.

Professional baseball is in a unique position among money-making activities. It's a modern centaur, half busi-

ness and half sport; court decisions, while settling the issue by ruling in effect that it's legally a sport, still don't eliminate some of the business problems involved in running a baseball club, from the cost of baseballs hit into the stands to balky stars who want more money.

➤ **Baseball essentially is in good health today, despite the onslaught of radio & television which keep fans at home.** Attendance is relatively steady; the two major leagues have drawn between 14,000,000 and 17,000,000 fans a year for the last five or six years; at an average of \$3 a head, it adds up to an annual income close to \$40,000,000.

But the simple truth is that baseball could—and wants to—do better. With more leisure time, the nation's 50,000,000 baseball fans should be going to baseball parks more often; where there were 60 minor leagues totaling 450 clubs some six years ago, the number has dropped to 33 leagues with about 230 clubs. Franchises have been hopping around the country like Mexican jumping beans.

About a year ago, baseball commis-

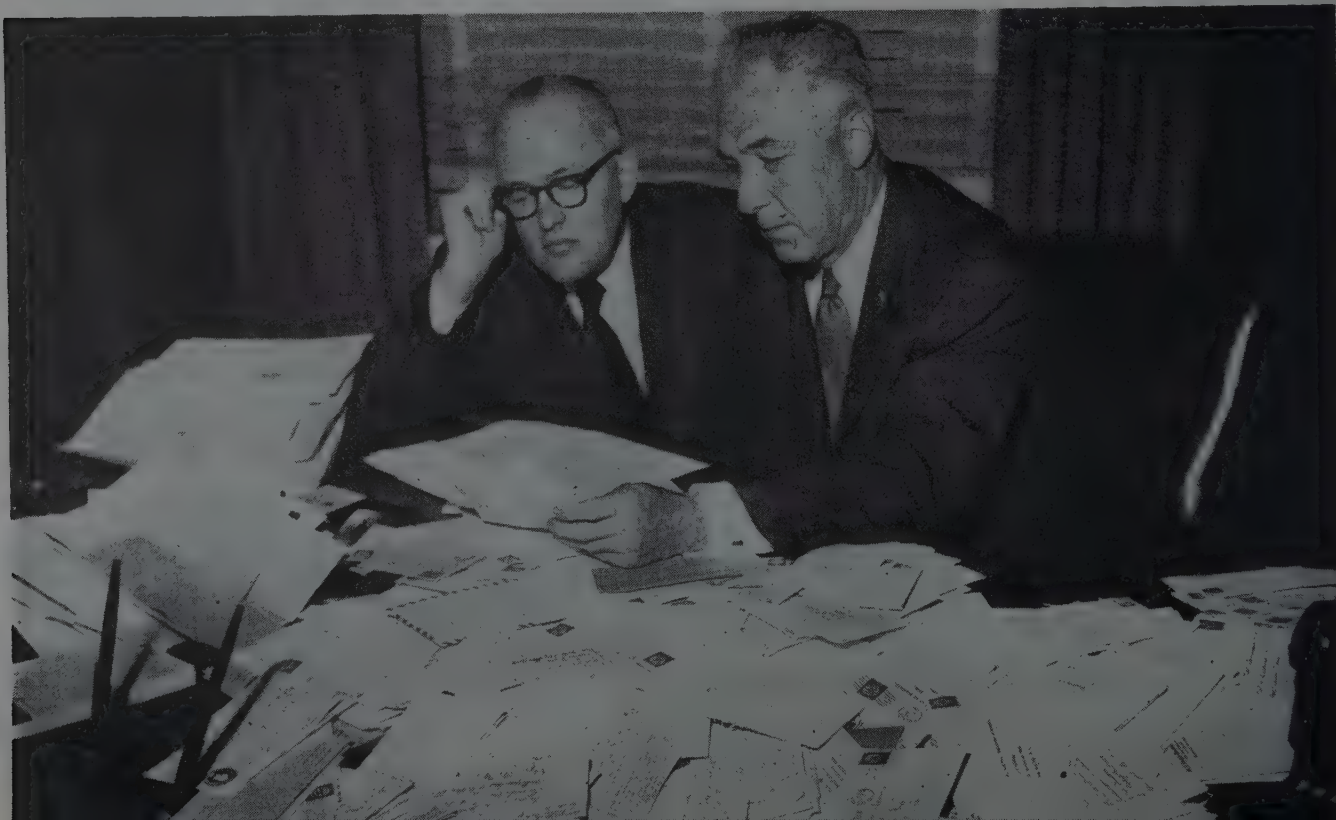
sioner Ford Frick, a white-thatched ex-newspaperman, called the 16 club owners together to talk about baseball's strong points and its weaker ones too. He suggested a thorough study of baseball today from every point of view.

➤ **Fitzgerald and about four of his staffers began digging into the baseball picture last April.** They determined, first of all, that they were not conducting "pure" research. They did, as Fitzgerald describes it, "a good deal of free wheeling" in order to get a "feel" of the game as well as a pile of statistics. But they also interviewed "in depth" club owners, managers, baseball sports-writers and sportscasters—and baseball fans.

Fitzgerald admits he was a little overwhelmed by co-operation, oftentimes from unexpected sources, in making the study. Howard E. Simpson, president of the Baltimore & Ohio Railroad and a devout baseball fan, sent out—at his own expense—40,000 questionnaires to B&O employees. Other firms, like Lockheed Aircraft Corp. and Illinois Bell Telephone Co., co-operated on similar employe surveys. The Associated Press made its own nationwide survey, as did several major newspapers in their own areas.

➤ **At a cost of less than \$19,000, says Fitzgerald, baseball got a research survey that might have cost a manufac-**

Baseball commissioner Ford Frick (right) and Associated Press sports editor Ted Smits: the fans responded



turer almost \$100,000. Letters by the thousands poured into Frick's office.

The study, Fitzgerald feels, was a courageous one on baseball's part since baseball was laying itself wide open to any and all criticism. The survey was made up of questions on several basic points, but consisted mainly of asking fans' opinions on every and any phase of baseball. In all, some 25,000 fans responded.

The survey came up with several basic conclusions. Considering that an estimated 60,000,000 potential new baseball fans will be born in the next 20 years, baseball has a better than average chance to stave off the vigorous drives of television, dog racing tracks, horse racing, outdoor movies, bowling and the other attractions that compete for the consumer's entertainment dollar.

Statistically, the breakdown looked like this: 94% of the fans define baseball as America's "national game"; 61% of the fans say their interest in baseball is a high as ever, or higher; 60% of the sports writers surveyed said if they could only cover one sport, it would be baseball.

Some other basic findings were evident. Fans are quick to complain about what they don't like about baseball, but they're equally quick to wave the flag for baseball. They are aware of the heightened perception that comes from actually attending a game, but they often find it easier to watch a game on TV or listen to it on radio. They are aware that there are some business elements in the game, but they have no complaints with these.

The survey turned up seven areas in which baseball has, as Fitzgerald calls it, "opportunities." These seven areas, along with some survey results dealing with each area, are:

1) **Organizational structure.** Baseball has had two major leagues and many minor leagues for decades. While Fitzgerald doesn't say so, one obvious consideration in this field is the establishment of a third major league, possibly on the west coast where fans have cried for a major league for years.

2) **Radio & television.** Fans agreed that while radio & TV might keep people away from ball parks, it also served to increase public interest in baseball and make fans out of younger viewers. About 53% of the fans said they'd favor TV "blackouts" of local games if telecasts hurt attendance, while 31% said they'd oppose such blackouts.

➤ **On the subject of baseball via toll TV, the respondents were split about 50-50; however since this represents baseball fans, it is assumed that a national cross-section survey would produce less enthusiasm for paying to see**

the WOMAN'S VIEWPOINT

By Dorothy Diamond

®

Hattier hats—a trend in feminine fashions

Have you noticed the bulky hats women are wearing this spring? The much-publicized "hattier hat," which often resembles an inverted casserole, may seem to the uninitiated like a delightful vagary of fashion. Actually, its arrival has been far from spontaneous. It is a bold attempt to rescue the millinery industry from the doldrums of the last few years and give it a fresh breath of new life.

In a revealing speech to the fashion group, Joseph Rabinovich, a member of the Millinery Institute of America's executive committee, remarked that the industry has been ailing, the old-fashioned doctor had failed, and it was decided to call in a psychiatrist—"although in the language of the Madison Avenue boys, it's called research and motivation."

One phase of the therapy has been to transform millinery from a minor accessory to a major prop of the costume. Then more drastic measures were prescribed. Remembering how Christian Dior annihilated wardrobes with his "new look" a few years ago, the millinery industry hopes to do a similar job on hats with its "big look." Inspired by Paris, aided by McCann-Erickson, it deliberately has set out to create obsolescence—just as the automobile industry does with its new models every year.

However you feel about hats that descend to eyebrow level, they may not be around long. Backstage maneuvering to create further obsolescence has already begun. And I suspect (though I hate to concede it) that the Millinery Institute has the right idea. Women being women, will abandon our "hattier hats" as soon as the oracles of the fashion field.

Door-to-door tactics; their effect on sales

As the result of an item about a brash encyclopedia salesman that ran in this column some weeks ago (Tide—February 11), I have received an interesting report about

the reforms that have been made in this field. Five years ago 52 publishers and distributors of encyclopedias and other educational volumes joined with 93 Better Business Bureaus and more than 600 Chambers of Commerce to "promote and maintain high ethical standards in the direct selling of their books to the public."

John J. Burke, vice-president of the National Better Business Bureau, has written me that since the program was inaugurated "the number of instances of customer criticism or dissatisfaction has steadily decreased year by year." However, he does not expect to reach a Utopia of no complaints. The reason: as long as there

are thousands of salespeople making calls, "there will be reported instances of dissatisfaction."

One such complaint has come to me from a copywriter for a Hartford agency who recounted how he and his wife were impressed by the merits of a certain encyclopedia and decided to pay \$240 for it. However, they wanted a little time to fit the payments into their budget. The salesman, on the other hand, demanded an immediate signature. His high-pressure killed the sale.

On another occasion the copywriter's wife was visited by a magazine salesman who offered a "free" medical book with a four-year subscription to a magazine. She fell for this—only to discover later that she had paid the newsstand rather than the subscription price so that the book was not very "free" after all. By now this couple have become permanently soured on door-to-door salesmen.

So, I am afraid, have many others. Additional complaints that have been called to my attention include: getting a foot in the door by means of a ruse; taking too long to get to the point; and gruesome anecdotes to frighten people into buying (used by a salesman selling an expensive sprinkler system for fire prevention).

It's too bad when the objectionable tactics of a minority arouse suspicion against a method of salesmanship which actually makes an important contribution to the total marketing picture.



baseball on TV. Of those fans who would be willing to pay, 22% would be willing to fork up 25¢; 18% would be willing to pay 50¢, and about 9% said it'd be worth \$1 to see baseball on TV.

3) **Better relations with minor leagues.** The study showed that at present there are a sufficient number of minor league clubs to "feed" new players to the major leagues. However, some consideration should probably be given to limiting TV coverage of baseball in areas where minor leagues are trying to attract more fans to local games.

4) **Government relations.** While no specific statistics turned up on this subject, the study showed that baseball rubs up against government in a number of ways, and it would appear that baseball might organize its communications program to government agencies in a somewhat more formal fashion.

5) **Player relations.** Contractual disputes between club owners and players often evoke hot tempers and unfortunate comments in the press. What's more, the fans and press usually side with the player trying to get a fat salary boost—solely because the player is an idol. One indication in the survey: contract negotiations with players might be put on more of a business level.

6) **Ball park conditions.** Here the fans were outspoken. They think that goin to a ball game generally costs too much. They don't like the parking problem around ball parks. They think hot dogs and pop cost too much in ball parks. They want better seating conditions, faster-paced games, more double headers.

7) **Promotion of baseball as America's number one sport.** Here both fans and sportswriters agreed that baseball has a tremendous opportunity which has been neglected in the past. They suggest a central promotion bureau for all baseball. They recommend cultivating youth groups, to stimulate more interest in baseball.

The survey, now complete, has been turned over to Frick and the club owners. As a result, Fitzgerald has been retained to study the findings and come up with specific recommendations on how each of these seven areas of opportunity can be best handled. Before long, a plan should be approved by a special public relations committee set up under Del Webb, co-owner of the New York Yankees.

➤ Webb, who recently commented that "baseball has the poorest public relations of any big sports enterprise in the world," expects big things to come for baseball's PR. Says he: "I'm banking heavily on this survey to guide us to bigger & better public relations." ■

The New Haven's PR

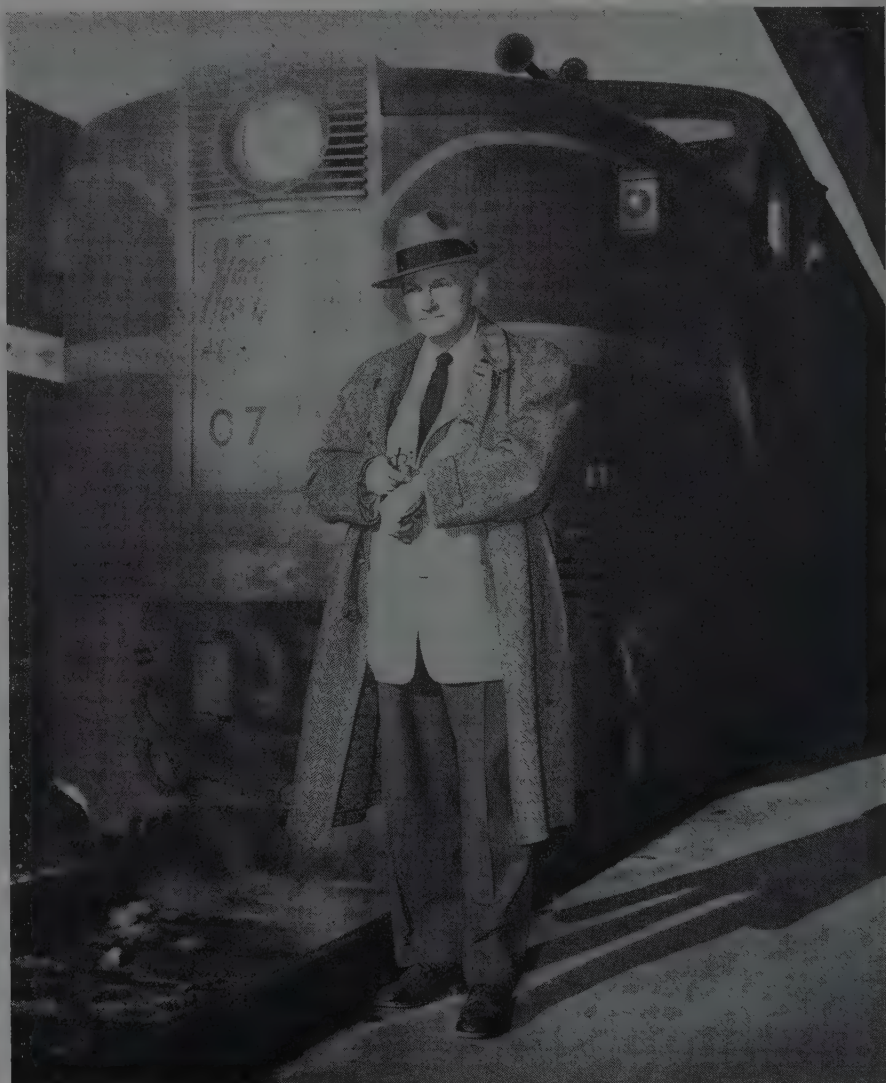
- Two months ago, the New Haven's PR hit bottom.
- Since then, a new president and PR counsel have been hired.
- Today, once-hostile commuters see the railroad in a new light.
- Here's what brought about this public relations turnabout.

LITTLE more than two months ago, the New York, New Haven & Hartford Railroad couldn't have had worse public relations if it had tried—and at times it seemed to be trying. Discontent among its commuters over late trains had reached fever pitch; they were successfully united in a concerted effort to discredit the railroad in every way possible, and to focus national attention on their plight. What's more, the press seemed to be out for the New Haven's hide.

➤ Today, the situation is practically

reversed. The New Haven seems to have convinced its commuters that it's trying — which, under present conditions, seems to be all the commuters ask. What's more, commuters' former pride in their railroad seems to be edging its way back into the PR picture, and the press is giving the road a well-earned editorial rest.

One major change, more than any other, can be credited for this public relations turnabout: the replacement of fiery, flamboyant Patrick B. McGinnis as president of the road by staid, scholarly George Alpert. There have



New Haven's George Alpert: a public relations man's delight

been at least two minor changes: the appointment of New York PR counsel Bernard Relin & Associates as consultants to the New Haven, and the fact that trains are once again running, if not always on time, at least closer to schedule. The reason for trains running closer to schedule, say New Haven officials, is partly better employee morale, partly new equipment just beginning to operate properly, partly good luck.

The major factor, however, is that George Alpert is almost the antithesis of his predecessor. McGinnis' rambunctious personality and witty, barbed, headline-making retorts* have been replaced by Alpert's sober conservatism, something the public considers more appropriate for a railroad president. Alpert, a member of the New Haven board since spring, 1954, is no newcomer to railroading. As senior member of the Boston law firm of Alpert & Alpert, he has been president of the Conveyancers' Realty Co. since 1942 and represented the Boston Market Terminal Corp. (shippers & freighters) in several cases against the railroad.

➤ Another thing important in the turn-about of public sentiment toward the New Haven is its average commuter, an articulate, well-informed suburbanite or exurbanite, often in advertising, publishing or some phase of communications. Consequently, while he is effective in subjecting the road to a tongue-lashing in public, he is equally up to giving the railroad a chance to prove itself.

The credit for the New Haven's new PR look, however, must go to an organized PR program—by no means new to New Haven. Boston PR office head Howard Moulton joined the road as a publicity director in 1904; newly promoted information chief Leslie Tyler has served the road in a similar position since 1913.

Nor are the New Haven's public relations problems novel. The road was in public disfavor as far back as 1913, toward the end of the J. P. Morgan regime. To counteract bad publicity caused by stocks falling and several bad wrecks, the road hired the late Edward G. Riggs, a political correspondent on the New York Sun.

➤ Since 1948, however, the New Haven has had so many public relations executives that its PR office often resembled one of its busier sta-

*When a New Haven employee once commented that a newly painted station looked like a circus, McGinnis retorted: "It should, when I have clowns like you working for me!"

SELLING TO INDUSTRY

By John Sasso

®

A word on promotion

Last time out, we discussed the subject of evaluating editorial, and pointed out that, despite all the fanfare, the ballyhooed survey only served to show that you couldn't assess editorial performance with the kind of conventional measures agencies love to apply to ads, direct mail, trade shows, etc.

As a sort of post-script to that column, we'd like to underline two points. First, curiosity about editorial performance by advertisers and agencies is a constructive and helpful force that helps keep publishers on the beam. We're all for it. But exerting that curiosity via pat question-and-answer forms is for the birds. Best way is personal analysis, obviously.

Secondly, we think the next move is up to the publishing fraternity. What can publishers do to help advertisers and agencies understand the editorial excellence of their magazines? We were discussing this the other day with a well-known publisher. He agreed that his editors knew the why's and wherefor's of editorial performance and coverage. Also, he agreed that when an editor went along on a sales presentation, advertisers and agencies seemed to get a much clearer picture of the editorial approach than they get from space salesmen. Why not? In magazine promotion, shouldn't publishers seek to interpret the editor's thinking and approach in his field in terms that advertisers could understand? That might be one way. There must be others. It's the publishers' turn to help everyone get a clearer picture of the importance of good editorial performance. Then, in our turn, we can separate the sheep from the goats before we buy the space.

Prime market study

One of the finest examples of market analysis we have ever seen landed on our desk the other day: Monsanto Chemicals' study of plastic pipe. The study is published with straight-forward text and unusual charts in a 64-page booklet, presumably available to all industry.



Whether you are interested or not in plastics or plastic pipe, this market study is an outstanding job. Logical organization splits the report into two parts: the product, and the market. Under the first section, the various types of plastics suitable for the product are compared with other competing materials as to strength, characteristics, first cost, and installation costs, with no punches pulled to "sell" plastics.

Under marketing, the report considers the total pipe market, production costs, marketing costs (especially good by the way), futures and potentials of plastics in various fields compared with competing materials, and a summary.

A great deal about making market studies can be learned from analyzing this Monsanto job. It is well organized. It is notable for absence of the double-talk usually found in marketing studies made by "experts." The methods of analyzing the market and of charting cost factors are excellent. From the actual market point of view, any company interested in this field would find the report extremely helpful, not only for its information, but also because it contains excellent suggestions for promotional aims and themes.

There is no doubt that a great part of this study will eventually form the basis for standards in the industry. Monsanto should get a medal. Other manufacturers of materials, whether plastics or metal or what-have-you, could well afford to take a lesson from Monsanto's far-sightedness in sponsoring studies like this (Tide—March 24).

A is for atom in Industry's dictionary

Esso Research & Engineering, recognizing that all industry sooner or later will get into the atomic act, has put out a neat little booklet-dictionary of atomics for the industrialist. Frank Le Bart, of their public relations department, sent us one. It's called: "101 Atomic Terms and What They Mean." Write us if you'd like a copy. You'll find it useful and informative.

tions at rush hour. Frederic C. Du-maine Jr., from whom McGinnis wrested the road in a sensational proxy fight in April, 1954, began an expansion program in 1948 when he hired several new PR men. All of them, in turn, suffered from what seems to be a chronic New Haven disease: friction with the administration.

When McGinnis entered the picture, he brought with him Thomas Forrestal, New York financial PR man, who served him in his proxy fight (scheduled to leave the road this month). McGinnis also hired Robert S. Barbour as public relations director, who in turn set up a seven-man staff in New York. However, the turnover disease caught up with Barbour and in May, 1955, most of his staff left.

Last in the PR parade was a McGinnis relative, A. B. Virkler Legate, who joined when Barbour left and has since gone to the Boston & Maine with McGinnis (now president of that railroad).

Legate was a leading factor when the death knell tolled for New Haven public relations. The New York newspapers were giving the road a prime going-over; several of them, widely read by the commuters, were running daily front-page features de-riding the New Haven. To counteract this, Legate issued an order to refrain from giving out late train information. This, of course, made the papers even more eager to pick the railroad apart.

➤ Another PR faux pas occurred when Legate took an ad in Boston newspapers explaining reasons for late trains.

His intimation that the railroad could not induce its workers to stay overtime caused a public furor, this time brought the union down on the road.

This was the state of public relations when Alpert came into office. With Alpert came Relin, who heads a 15-year-old firm with such clients as Pepsi-Cola Co., Lionel Corp. and Schweppes, Ltd. Relin had negotiated with the railroad board for the account for some time, received it shortly before McGinnis left.

Practically the first move in the PR department after the change was cancellation of exhibition of the General Motors aerotrain, which was scheduled to run for a week on the line. McGinnis had gone in heavily for publicizing new effects and innovations on the New Haven such as zoo trains, radar trains, show trains, etc. (Tide—June 18, 1955). While this was all right for a while, commuters began to feel the road was paying more attention to showmanship than to timetables. Relin's first suggestion: minimize the advances and gimmicks until service is up to the point where the every-day commuter is satisfied.

➤ The biggest public relations headache currently is to play down any public expectation that the road will change dynamically overnight. When Alpert expended \$29,300,000 for new locomotives, he stressed they will all not be in use until June; consequently the railroad is in the position of being "untouchable" until June. Officials waste no time to disclaim credit for

trains on time; when the time comes, they won't be blamed for late trains (late train reports are now released promptly to the press).

Also, 58-year-old Alpert is a public relations man's delight. His habit of saying the right thing at just the right time is in direct contrast to McGinnis' foot-in-the-mouth-itis. In his very first press conference, he made it clear that his first concern was with the passenger and his safety; the second with the stockholder. Naturally he sees the stockholder benefitting in the long run.

Alpert is currently engaged in a sharp economy move, which entails a cut of more than 50% in the public relations budget. The cut has been made sharply in personnel; the staff has been reduced from 17 to six, and realigned for maximum efficiency.

Chief information officer Tyler will head up the daily public relations chores, will be in charge of an employee bulletin soon to be re-released, while Relin Associates will be consultants on a management level and will undertake large PR projects such as major magazine articles. Stockholders' relations will be handled through the president's office.

➤ In working to set up a long-range public relations program, Relin is currently undertaking several motivation research projects through New York's James Vicary Associates. Through a recent survey, Vicary discovered the average New Haven commuter to be perfectly satisfied now with his railroad. ■

Fur Frost's marketing challenge

- J. D. Silberman, a retired fur dealer, developed a new product.
- It was Fur Frost, a home fur-cleaning spray.
- His problems: no ready market, strong dealer hostility.
- Silberman met the challenge by stimulating consumer demand.

TLAUNCHING a new product is difficult enough when you have dealer cooperation; when you have dealer hostility, it's next to impossible. But when your product has no market, and all the marketing experts tell you you're bound to fail, you've got a real challenge.

That's the position J. D. Silberman, president of White Frost Chemicals, found himself in last spring when he launched Fur Frost, a fur-cleaning spray. All the research on Fur Frost

indicated that a market was non-existent. They revealed further that professional fur cleaners were emphatically opposed to any such product.

But wealthy, retired wool & fur dealer Silberman had the money and the determination to ignore professional marketing advice. Thanks to his faith in his product, Silberman's Fur Frost now sells (at retail) about \$500,000 worth a year, and his advertising budget has climbed to a hearty \$300,000.

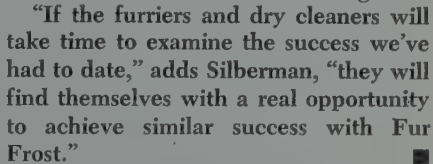
➤ Silberman developed his spray while he was still in the fur business, used it through an air hose for cleaning his furs. With the advent of the aerosol bomb shortly after the second World War, he saw possibilities of marketing it for home use. But he did little about it until last year, two years after his retirement, when he established White Frost Chemicals, Inc.

First thing the 58-year-old marketer did was to go to New York's Molnar Laboratories, which developed for him a better product, one that would moth-proof a coat as well as clean it.

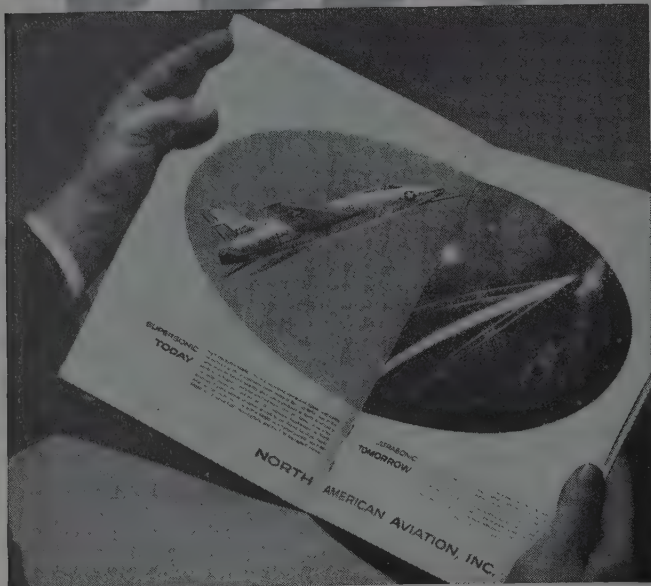
His next concern was pricing. No comparable product is on the market, so it was up to Silberman to make an arbitrary decision. Through friends in the retail business he learned that a product can sell for \$.98, \$1.98, or

Although distribution was hardly sufficient enough to support a national \$4.98, but that the \$2.98 and \$3.98 prices for a packaged product were "deadly." Since this necessarily must

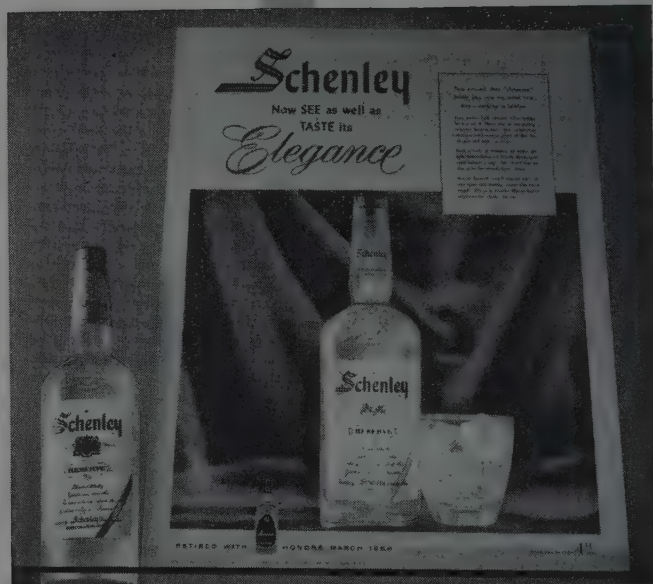
➤ The campaign results proved to Silberman the extent of his potential market. Thousands of direct mail inquiries—asking where Fur Frost is available—have been received. More than 50% of these have come from areas where Fur Frost had no previous distribution. Silberman makes photostats of each of the letters, sends one to his territory salesman (a manufacturer's representative; he just recently hired his first sales manager) and others to local stores. As a result, more than one-third



- 1 AERODYNAMIC
- 2 PACKAGE PREMIERE
- 3 TV NEWSHAWK
- 4 DRIVING CAMPAIGN



1 SCIENCE FACT can be as fascinating as science fiction. And the sky-high "read-most" figures on North American Aviation's 1956 advertising prove it. In four separate national campaigns, spreads and single-page ads detail NAA's progress in supersonic fighter craft, guided missiles and in the work of its new Autonetics, Rocketdyne and Atomics International Divisions. By BBDO Los Angeles.



2 AN ELEGANT NEW package makes its debut this spring—Schenley's crystal-clear "SHOWCASE" bottle. Custom-designed for today's gracious living and shop-by-sight selling, this is the first clear-glass bottle ever used for a leading blended whiskey. Newspapers, magazines and outdoor carry the theme—"Now see as well as taste its Elegance"—in the largest introductory campaign in Schenley's history.



3 COME HURRICANE or high water, John Tillman and his camera crew are on the move every day—filming the news around New York for Con Edison's *Telepix Newsreel*. Breaking the "armchair" tradition of TV reporting, Tillman won a national award last year for "outstanding achievement in creative television technique." Between stories, he also gets in plugs for low-cost, dependable Con Edison electricity.



4 53 MILLION automobiles in the U.S. form a gigantic market for gasoline, oil and other products. To build the market for everyone who sells these products, Ethyl Corporation rolls into the second year of its nation-wide market-expansion campaign built around the "Drive More" theme. In 1955, industry tie-ins helped promote the "Drive More" program in every medium from matchbooks to magazines.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE

ADVERTISING FORECAST

MARCH 29, 1956

Turmoil on the Advertising Front:

The advertising media business is in something of a turmoil this fortnight, mostly because of several developments in the magazine field. Here's what's happening, and what's coming up:

Revenue Tax:

There is considerable confusion over Canadian Finance Minister Walter Harris' plan to levy a 20% tax on the advertising revenues of Canadian editions of foreign-owned magazines. It is far from definite and there is much that can happen to such a proposal before it actually becomes Canadian law. The chances that it will be dropped are quite a bit better than they might seem.

First of all, a number of prominent Canadian groups and newspapers are attacking the proposal as being vicious, discriminatory and undemocratic. Second, if it is indeed retaliation for Maryland's having passed a bill that effectively kept the Canadian-owned Carling Brewing Co. out of Maryland, then the excuse no longer exists since Maryland governor Theodore McKeldin (Rep.) vetoed the bill some weeks ago.

If such a tax is finally imposed, however, then the Reader's Digest, Time, Parents' Magazine, Woman's Day, Family Circle and others will certainly have tough going with their Canadian editions. Parents', in fact, has already announced that it would have to suspend its Canadian edition under such circumstances.

This is by no means the first time such legislation has been suggested. Canada's Periodical Press Assn. (lead by Maclean-Hunter Publishing Co.) has long wanted some device for keeping U.S. magazines from dominating in Canada.

Action by ABC:

After ruminating for the better part of six months, the Audit Bureau of Circulations has at last revealed the fate of the Assn. of National Advertisers' six recommendations for the improvement of ABC statements.

Presented last October by Johnson & Johnson vice-president Edward Gerbic (Tide—February 11), the proposals were enthusiastically endorsed by the ABC's advertiser division, then promptly disappeared in the labyrinth of committee hearings.

Now, following the ABC board's March meeting, here's the action finally taken on the proposals:

- **Mandatory reporting of standard metropolitan areas by newspapers:** the ABC board instructed the Circulation Rules & Methods committee to draft a rule revision for consideration by the board in April, to make such reports at least optional.
- **Mandatory reporting of the various reduced-price subscriptions offered by magazines:** killed.
- **Mandatory reporting of net revenue per subscription:** killed.
- **Clarification of the meaning of "bulk circulation":** referred for further study.

- Mandatory reporting of subscription renewal rate of publications: continuation of optional reporting, plus a search "for a lower cost method" of obtaining renewal percentages.
- Analysis of business publications' unpaid circulation: further study, and further consideration by the board in April.

Despite the death of two recommendations and delay on the rest, ANA sources are optimistic. Most encouraging development: an invitation from ABC's policy committee to some members of ANA's print media groups to sit in on its meeting at the next ABC conclave in New York (April 9). Apparently, this is the first time the door has been thrown open to advertiser representatives in this way.

Newsstand Front:

The Union News Co. and S-M News have finally settled their differences, and the Reader's Digest, Time, Inc., McCall's, Meredith, Popular Science, and Street & Smith magazines are once more on rail-and-air terminal newsstands. The settlement actually changes the relationship of the two groups very little and came about only after some railroad people had it pointed out to them just how much business big publishers give them. Presumably, they in turn held some effective conversations with Union News.

The result is that S-M News will now pay Union a somewhat higher commission on magazines sold in New York City terminals (elsewhere in the country the commission remains unchanged) and Union will give S-M magazines a better break on newsstand display. It's quite possible, incidentally, that Union News held out as long as it did only in the hopes that Time, Inc., could be lured back to the American News fold for its newsstand distribution (American News owns Union News).

Magazine Profits:

The profit picture for magazine publishers in 1955 was fairly stable. Some publishers did better than 1954, some worse.

New Yorker registered the greatest profit gain, up to \$1,313,000 from 1954's \$955,000. Net profit percentage of gross revenue was 10.1%, up from 1954's 8.6%. Crowell-Collier showed its first profit in several years, \$773,900 in 1955 against 1954 losses of \$2,420,000. Profit percentage of revenue is 1%. Time, Inc., reports a record high net profit of \$9,196,000 (against 1954's \$8,057,000); profit percentage climbed slightly, from 4.5% to 4.6%.

McCall's Corp. profits fell off somewhat, from \$1,334,800 in 1954 to \$1,061,800 last year. Profit percentage tumbled from 2.7% to 2% (two of the factors in this decline, Bluebook and Better Living, which have since folded.) Curtis Publishing Co. profits were also down from 1954, from \$4,517,000 (2.6% of revenue) to \$4,080,800 (2.3% of revenue). Curtis also divested itself of magazines, having sold Better Farming and folded TV Program Week and Bride-to-Be.

Conde Nast was down, from \$811,000 (3.4% of revenue) in 1954 to \$800,700 (3.3%) last year. Meredith Publishing Co. also recorded lower profits in 1955 of \$3,624,000 (8.5% of revenue), off from 1954's \$3,682,000 (8.9%).



U.S. Army Photo

PROVING GROUND

How well will it work?

Whether you're testing atomic artillery or advertising technique, only the actual proving ground trial can give you the final answer.

That's why Tide offers "proving ground service"—where advertisers and their agencies can Starch-test their ads at no extra cost.

Alert your agency or promotion department to Tide's Starch-dates now.

Your Tide sales representative can show you exactly how to make the most of your Starch study report.

Tide . . . 1564 BROADWAY, NEW YORK, N. Y.

THESE TIDE ISSUES WILL BE STARCH-TESTED:

APRIL 21

Closing date: April 6

MAY 19

Closing date: May 4

JUNE 16

Closing date: June 1

AUGUST 25

Closing date: August 10

SEPTEMBER 22

Closing date: September 7

OCTOBER 20

Closing date: October 5

NOVEMBER 17

Closing date: November 2

an exclusive Tide service
in the marketing field!

CHICAGO

LOS ANGELES

SAN FRANCISCO



John C. Sharp
President
Hotpoint Co.

LIKE MOST "Newsworthy" BUSINESS EXECUTIVES MR. SHARP'S LATEST BUSINESS PORTRAIT IS BY ...

Jean Raeburn

Photographers to the Business Executive
565 Fifth Avenue, New York 17—PL 3-1882

EBB & FLOW

A marketing case study

In recent years, packers of 100% pure maple syrup have been faced with some major problems. Pure maple syrup was, until recently, packaged in unattractive tin cans. It got little promotion, no advertising and was fairly higher priced.

What's more, most Americans can't tell the difference between 100% pure maple syrup and the popular-priced blends (which contain only 15% pure maple syrup). Since blends (such as General Foods' Log Cabin syrup), are available everywhere and pure maple syrup had comparatively poor distribution, sales continued to slump.

The result: blends were doing an annual business of \$50,000,000, while pure syrup volume had fallen to an all-time low of \$1,000,000.

Finally, the packers of 100% pure maple syrup joined together and decided they'd better act before it was too late. Seven of them formed the 100% Pure Maple Syrup Institute, hired the New York PR firm of Bosh Stack Associates, and launched a pointed publicity and educational campaign to pull pure maple back from the road to oblivion.

Stack started with a concentrated mailing to food editors of newspapers

coast to coast; the mailing included pure maple syrup recipes, photos, general background information and gift bottle samples. He engaged in an occasional bit of press agency, such as getting Jayne Mansfield elected "Miss 100% Pure."

The bulk of Stack's efforts went into reaching the class trade, which has always preferred pure maple syrup to the blends. He lined up tie-in promotions with Burlington Mills (which will feature "pure maple" as one of its high fashion colors this fall) and the French Line (which will highlight the fact that the chef of the Ile de France uses pure maple syrup in his cuisine). 100% Pure Maple Syrup Weeks will be celebrated in 1956 and 1957, and the entire promotion will reach a peak this month when the governors of New York, New Hampshire and Vermont participate in a maple-tasting ceremony at Coopers-town (N.Y.).

The results: sales of pure maple syrup are up from coast to coast, says Stack. The increased demand has resulted in wider distribution, and pure maple syrup, now attractively packaged, is available in most supermarkets across the U.S.

The moral, we think, is that money can buy almost anything, but ingenuity often produces better results.



Caption by—CHICK MARTIN

"Maintenance? This is I. A. Bigg on the top floor.
Is that elevator out of order again?"

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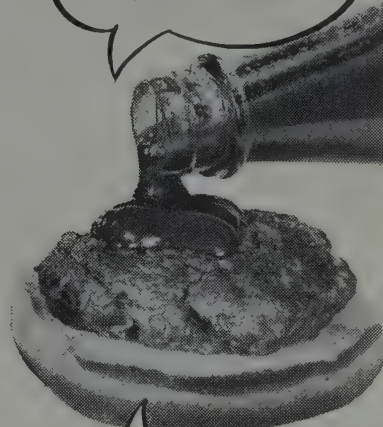
A note on retailing

Any marketer who sells a product at the consumer level—anywhere—will want to get a copy of a 56-page booklet entitled, *What Parking Means to Business*. It was researched and published by the Automotive Safety Foundation (200 Ring Bldg., Washington 6, D. C.) and represents, we think, the first comprehensive approach to the effect of parking space—or the lack of it—upon retail sales.

Filled with charts, graphs and dozens of photographs, the booklet is an excellent report on a research project of immense scope. It takes a bit of reading, and some marketers may feel some of the information is old hat. But at least some of the conclusions are revealing:

- Lack of parking space is without doubt the number one disadvantage of downtown parking areas.
- Generally speaking, two factors influence shopping habits: travel time (including delay in finding a parking space) and selection of merchandise (including price). —
- As a rule, shoppers make about one trip a week for shopping, whether downtown or to suburban shopping centers. While shoppers will travel as far as 40 miles to shop downtown, they'll rarely travel more than seven or eight miles to get to a suburban shopping center.
- Shoppers who drive to a store usually spend more per trip than transit or walk-in customers. Sametime, off-street parkers spend considerably more than curb-parkers.
- In cities between 100,000 and 1,000,000 population, about 45% of all shopping is done by automobile. In smaller cities and suburbs, virtually all shopping is done by car.
- Suburbs are growing three to four times as fast as central cities; some 3,000 controlled shopping centers are now in operation, with ample free parking as their ace-in-the-hole.
- In more than 40 cities, downtown businessmen are cooperating in Park & Shop programs, subsidizing their customers' parking costs.

You heard?
One brand of catsup
outsells its nearest
competitor 4 to 1
in Minnesota



Yes...I saw it
in the Minnesota
Homemaker Survey*

*available on request from the

**Minneapolis
Star and Tribune**
EVENING MORNING AND SUNDAY

495,000 DAILY

625,000 SUNDAY

in Minnesota, North and South Dakota,
western Wisconsin

SOFT-SERV DIGEST

A NEW magazine and the ONLY magazine
serving the industry

The **SOFT-SERV—FREEZER FRESH ICE CREAM**
or **FROZEN CUSTARD** business

10,000 controlled circulation guaranteed.

24508 Kinsman Road Cleveland 22, Ohio



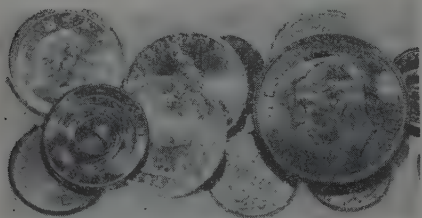
Written with a view to the practical, down-to-earth attitude of the farmer, this arresting series of two-minute commercials by SARRA sells "hard" for Purina, makers of chows for poultry and livestock. Savings for the farmer and weight gains for animals are the two-fold advantages to be derived from feeding scientifically developed Purina Chows to chicks, cows, steers, pigs and other livestock. Excellent live action location photography captures authentic "farm atmosphere" to make the message both convincing and credible. Produced by SARRA for RALSTON PURINA CO. through GARDNER ADVERTISING COMPANY.

SARRA

New York: 200 East 56th Street
Chicago: 16 East Ontario Street

SPECIALISTS IN VISUAL SELLING

GENUINE FOREIGN COINS FOR THE LEISURE TIME MARKET



A Fascinating New Idea for the Advertising and Premium Fields

\$6 to \$25 per 1,000 coins (over 25 different countries now available). We also have over 2,000,000 pieces of foreign paper money priced as low as \$6 per 1,000 pieces. F.O.B. N.Y.C.

Write for free price lists.

SEND \$1 FOR SAMPLES.

ROYAL COIN CO., INC.

World's largest manufacturer of foreign coin & currency packets

Dept. TM-2, 47 W. 46 St., N. Y. 36, N. Y.
Phone: JUdson 6-4689

TERRITORIAL ENTERPRISE

VIRGINIA CITY, NEVADA

Largest Weekly Paper In
The Entire American West

(ABC Audited — Non Sectarian)

• Provision of parking facilities for customers by an individual store can increase car-shopper sales up to 20%.

One conclusion not mentioned in the book is that marketers who sell a substantial part of their total volume through downtown retail outlets have an obligation, albeit a selfish one, to work with retailers in solving the downtown parking problem.

The opportunity of TV

Walter Guild, president of San Francisco's unusual advertising agency, Guild, Bascom & Bonfigli (Tide — March 24), made some pointed comments about television advertising last month in a speech before the San Francisco Ad Club. His remarks had a pleasant ring in our ears, mainly because we've preached so often about the wasted money poured into irritating and pointless television commercials.

"TV," said Guild, "offers an opportunity for increasing sales. It also offers an opportunity for stopping sales dead. I believe that time will show that some of the television commercials now being used are actually destroying sales, rather than building them.

"In the days of radio, it was possible for an advertiser to run a pretty obnoxious commercial without anything unfavorable happening. People developed a technique for turning off their ears as a familiar and unwelcome commercial began. This is not so easy to

do with television. It takes physical effort to move your eyes away from the television screen, and at the same time turn off your ears. You have two senses to bother with. The opportunity for making an unfavorable impression on television is very great, and, in our opinion, many manufacturers have seized upon it.

"We think the approach to television commercials calls for new thinking," continued Guild. "In radio, a commercial could be bad and the worst thing that would happen would be that it would be ignored. It is more difficult to ignore a television commercial, and so it is easier for a television commercial to tire the consumer . . . to annoy the consumer. It is for this reason that we believe a television commercial should give the viewer something in addition to a sales pitch. He should be rewarded in terms of some sort of emotional satisfaction for viewing the commercial.

"On the other hand, if the commercial is entirely devoid of consumer entertainment, offers nothing of enlightenment, the consumer is not only apt to be bored by the commercial, but by the product the commercial offers. If the commercial offers the message in the form of light entertainment, it develops a personality for the product . . ."

Shortly after reading over Guild's speech, we had occasion to watch a couple of television commercials. The first concerned Bert & Harry Piel, those amusing, witty and entertaining cartoon characters. We were thoroughly charmed, as we always are when watching this particular commercial, and we tend to think that the sponsor must make a beer as pleasing as his commercial.

Then we saw the Amm-I-Dent commercial with the mouth acid dripping on two teeth, probably the most disgusting, distasteful and irritating thing on television. You can guess what our conclusion was concerning that sponsor's commercial and his product.

Mr. Guild, meet Bert & Harry Piel.

The Editors

a host of proved

SALES PROMOTION IDEAS

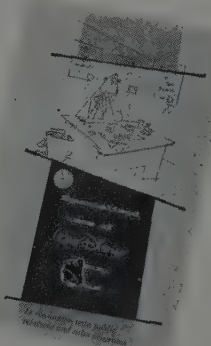
INCLUDING 6 CASE HISTORIES OF NOTE

it's yours **FREE**

See how existing DISNEY FILMS* can open new avenues to Public Relations and Sales Programs.

*All originally produced for theaters...including many Academy Award winners.

Don't wait until tomorrow, send now for this FREE booklet.



WALT DISNEY PRODUCTIONS, 16mm DIV. Dept. T-4, Burbank, Calif.



Increasing the consumption of Schoenling Beer by promoting its enjoyment on any occasion, any day of the year, is the aim of this series of 20 and 10-second spots by SARRA. Through unique live action photography, the date frames in a novel calendar setting become window frames for a young couple who sing the theme of a catchy, new Schoenling jingle, "Sooner or later, you're going to try Schoenling." By spotlighting the product in other frames, immediate recognition of brand name and bottle is assured. Produced by SARRA for THE SCHOENLING BREWING COMPANY through ROLLMAN ADVERTISING AGENCY.

SARRA inc. 

New York: 200 East 56th Street
Chicago: 16 East Ontario Street

SPECIALISTS IN VISUAL SELLING

*We bet \$15 a year
on him —*



*...and only about 15¢
on him —*

We Americans spend about 106 times as much backing horses as we do in backing cancer control through our gifts. This in a country which loses a quarter-million people to cancer every year!

Last year the American Cancer Society had available only two-thirds of the funds that it needed for vital research grants.

You—of the Radio, Television and Entertainment industries—have aided us most generously in the past. This year we ask that you do everything in your power to reach as many Americans as possible with this message: "Fight Cancer with a Checkup and a Check." Medical checkups can help save up to 80,000 more lives a year now. Personal checks will support the great fight against cancer.



Here's a partial list of the radio and TV materials that will be made available to you.....

Radio Transcribed materials including twenty-second and one-minute spots, a variety of quarter-hour shows, and two big half-hour shows—"The All-Star Revue," starring Jimmy Durante, and a moving documentary, "This We Know." Script material also available.

Television Twenty-second and one-minute film trailers, flipboards, slides, telops, posters and other visual aids. Copy for live announcements also available.

Plus a new quarter-hour TV film show produced for the American Cancer Society by UPA—"Sappy Homiens—the Story of an Animated Cartoon."

For further information, consult the American Cancer Society

Unit in your community or write to:

American Cancer Society



RADIO AND TELEVISION SECTION
521 West 57th Street, New York 19, N. Y.

OBJECTIVES: To keep sales leadership in the Sanitary Fill method of refuse disposal and increase the number of cities using this method and International-Drott equipment.

SCHEDULE: Two-color pages in three business publications.

RESULTS: "Sales directly traceable to this advertising continue at the rate of \$25 for every \$1 spent. More public officials and sanitary engineers accept the method, more cities are using International equipment and Sanitary Fill disposal than ever before."

AGENCY: Leo Burnett Company, Inc.

building better businesspapers...
better businesspaper advertising



THE ASSOCIATED BUSINESS PUBLICATIONS
Founded 1906 • 205 East 42nd St., New York 17, N.Y.

U.S. 52 May Go Here

Sanitary Landfill Refuse Disposal
Right of Way for Road, North Dakota

INTERNATIONAL
POWER TOOL CO.

**How International Harvester
uses ads in businesspapers
to retain sales leadership**

LETTERS

Car complaint

Sirs:

In a recent issue of *Tide* magazine, Dorothy Diamond touched on a very interesting subject on the improper finishing and servicing of a new car.

This hit home very sharply to me. Just recently I purchased a new Plymouth, and expressly gave the dealer an additional day to service it, as my job as sales manager keeps me on the road constantly, and the main reason I trade my car is so that it should not keep me off the job by frequent trips to the shop.

Well, within three days I had three road service calls for things such as mis-adjusted distributor, wire getting loose from coil, plug wires coming off. The second week I had my trunk lock jam, with all my sales material in it, and three important calls scheduled that afternoon. Instead of making those calls, I spent the afternoon watching a repair job.

The third week I had one of the door handles jam, at which they had to take the entire door apart to fix it; after which it jammed again the next day with another day shot in the repair shop.

On my thousand-mile service I had a listing such as I never previously have had with any of my cars. They were unable to find the slight noises in my clutch, and I think this will crop up later; the upholstery interferes with the proper outpull of the front seats; the side windshield has distortions which they claim is within the allowable percentage, all of which they could do nothing with.

I had a noise show up in the front which they tried to find for two days, finally found it by accident when one of the men bumped into the misbehaving shock grommet while the car was on the lift.

As one dealer joked to another, "We shake the customer's hand in the sales-

room (to keep our volume up and retain our franchise) and we kick him in the service department (because our service department is never ever geared to the volume we have to sell)."

In speaking to my dealer, I told him it was my firm belief that my car was serviced with a polish cloth only. I do not know what the answer may be, but between the factories pushing out cars for the sake of pushing out cars, and the dealer doing the same, it certainly is a situation that cries out for a remedy.

My experience has not been an isolated one, as all around me my friends and acquaintances have the same gripes, whether they buy a Ford or a Cadillac.

Paul Small

Sales Manager
Penn Ball Bearing Co.
Philadelphia

Smoke—no fire

Sirs:

Naturally, I was interested in the story in your March 10 issue about the presentations made by Messrs. Werner, Gray, Goss and myself at the recent ANA public relations meeting. I thought it was a good round-up and condensation of the things that were said.

There is, however, one point in the story with which I am in sharp disagreement. You speak of "the long-smoldering conflict over who should handle a company's public relations." I would like to make it perfectly clear that as far as I am concerned, there is absolutely no conflict between those of us engaged in public relations work in advertising agencies and those in private consulting firms. As a matter of fact, both Mr. Goss and I made this point clear in the opening remarks of our respective presentations.

The whole purpose of the ANA meeting was to demonstrate that consultants,



Caption by—FRANK C. BECKERT

"Your reduced ad budget cut our overhead 50%,
our profit 75% and your salary 100%."

a company public relations department, and the advertising agency, all have a part to play and that there is no conflict of interest between them. To claim otherwise, it seems to me, does a disservice to the whole field of public relations and I am sure that Tide magazine, which has done as much as any other publication to promote sound public relations practice, would not want to render any disservice to the craft.

Good consulting firms, good agencies, and good public relations people everywhere, are far too busy with all kinds of public relations work to be concerned with, nor are able to take the time to engage in, a controversy of the kind you infer exists. Speaking for those of us in public relations at Benton & Bowles, I can certainly testify that we perceive ourselves more as colleagues of such firms as Mr. Goss represents than we do as competitors.

Ward B. Stevenson

Vice-president & Director of
Public Relations
Benton & Bowles
New York City

Tide wishes Reader Stevenson's views were held more widely, but fears they are not.—Ed.

Modern methods

Sirs:

You omitted one important paragraph from the Volkswagen story in your March 10 issue: the two dealers in Hollywood operate on the supermarket serve-yourself principle.

In fact, the salesmen will scarcely bother to stop reading their newspapers, unless you insist on signing an order before looking over the car.

Phil Lansdale

The Lansdale Co.
Los Angeles

TV challenge

Sirs:

I was most interested in your March 10 editorial comments about critical consumers (page 5).

For many months now, I have been wondering just when the question "What is TV doing to our children?" would become "What are our children doing to TV?" Mine, at 7 and 10, are pretty tough customers right now—as blase in reacting to commercials as my generation was at 25.

The few that have impressed them certainly reflect the "simple, truthful and entertaining" type you vote for. Our little guy says, "Mom, they can't all be best." And since neither one are one whit more intelligent than the kids across the street, it's given us great pause for thought on the need for true creativity in the advertising of the future.

It's quite a challenge, and one that will be fascinating to "sidewalk superintend."

Jeannie Willis

Managing Editor
The American Home
New York City

Address
box numbers to:

Tide executive exchange

1564 Broadway
New York 36, N. Y.

CLASSIFIED RATES—85c per line for Positions Wanted.
\$1.15 per line for Help Wanted and other classifications.
Minimum 5 lines.
DISPLAY ADS—\$19.00 per inch, all classifications.
Payment with order, please.

HELP WANTED

MARKET RESEARCH DIRECTOR

Well established ethical pharmaceutical firm in central New Jersey desires an experienced market research man. This man, in the beginning, will operate as a one man department directing outside organizations to secure data.

Will primarily aid a growing, progressive company expand into the pharmaceutical field. He will act as a top level executive assisting management in arriving at sound product and sales decisions. Salary high. Please send complete resume which will be kept in confidence. Box T-535.

PUBLIC RELATIONS ASSISTANT — Woman. In small Chicago office of large restaurant-hotel organization. Initiative, willingness to work, ability and experience in writing, promotion and public relations determine scope and possibilities of job. Prefer public relations background. Some travel necessary. Box T-536.

BUSINESS SERVICE

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827

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Company

Type of Business

Name

Title or Position

- ☐ Home
☐ Business

Address

City, Zone, State

- ☐ Payment enclosed
☐ Bill me personally
☐ Bill company



Mail to:
Tide, Circulation Dept.
2160 Patterson St., Cincinnati 22, Ohio

How things have changed

The Louisville plant of Park & Tilford Distillers Corp. recently received and forwarded the following letter to the company's main office in New York:

"Dear Mr. Park & Tilford Distillers Corp:

"Kind sirs I wish to ask you your prices on your good whiskeys as follows Kentucky straight bourbon and Kentucky's Rock & Rye. I am an old pensioner now 74 years young. Many years ago when I was 18 & 19 years of age I got whiskey from you people by mail order and can truthfully say it is the best whiskey I ever tasted at that time, and I still think so yet.

"Yes there was another whiskey I used to get from Kentucky called Kentucky moonshine it was clear as water and it was good to drink and never left no bad effects after. So will you please send me your mail order price lists in four quart lots I need a good whiskey now, and it is too high priced here for me I can't afford to buy it here, but I was thinking if I could get one gallon four quart bottles as I saw advertised in a Denver Rocky mountain paper I would love to get it from you people as I truly believe it to be the best whiskey on the market today. I just want this whiskey to use as a medical purpose not to get drunk on for those days are past for me. As I close now I wish to hear from you soon. Yours truly, . . ."

Well, the people at Park & Tilford

Distillers were naturally happy to get such a fine compliment for their whiskey, but were forced to write the 74-year-old pensioner and explain that Federal law prohibits distillers from selling directly to consumers.

The only thing that bothered the P&T people was where this old gentleman has been since Repeal. The only thing that bothers us is this old gentleman's health; he can't feel too well if he's buying this medicinal stuff by the gallon.

A snow bunny epilogue

A few issues ago, we described a troop of snow bunnies who go schussing down the slopes of eastern ski resorts. These young ladies attract considerable attention with signs on the backs of their white parkas reading, "I fall for John Jameson Irish coffee" (Tide—March 10).

Well, it seems we were among the many who misspell the brand name—we called it Jamieson when it should be Jameson. But Ted Worner & Associates, Jameson's press representative who dreamed up the snow bunny bit, excused our error gallantly, especially since the plug for his client's product did him no harm.

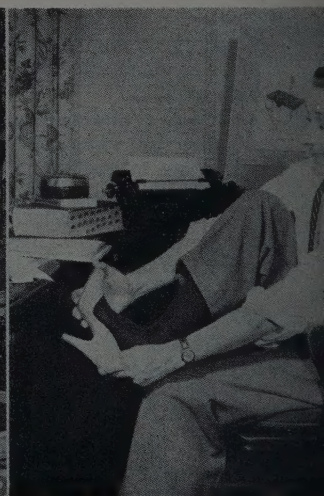
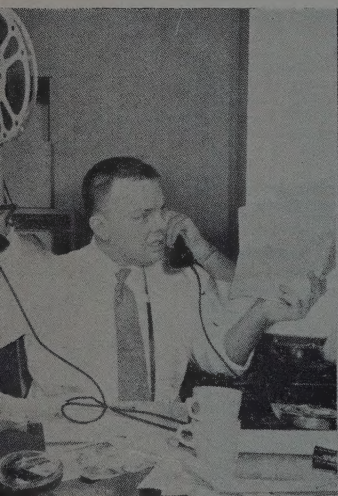
Then we learned of a fine epilogue to our original story and a chance to rectify our misspelling: one of the young lady skiers, Celeste Mitchell, fell off the tow line at Lake Placid and broke her ankle (see cut).



John Jameson's Celeste Mitchell: why buck public opinion

When she got back to work, Miss Mitchell took a considerable amount of ribbing over the broken ankle; she had to parry quite a few barbed remarks and subtle inferences about girls who fall for John Jameson.

After explaining how she suffered her accident, though, Miss Mitchell found that no one believed her—they insisted that she really did fall for John Jameson. So rather than buck public opinion, she's having the sign on her parka changed to "I fell for John Jameson's Irish coffee." Some people, she explains, simply insist on taking advertising literally.



The Minneapolis advertising & PR agency of Olmsted & Foley decided recently that it wanted to promote itself, but not by talking about the usual agency services and successes. So O&F decided to play up its personnel in a series of giant postcard mailings featuring, among others,

TV director Brad Morison "having a normal day," art director Ray Kruskopf who, like all creative people, is "a little crazy," TV writer Diane Syme who likes to get "close to her work" and copy director Cyrus Y. Schelly who often "puts himself into other people's shoes."